

Sales Management

THE MAGAZINE OF MARKETING



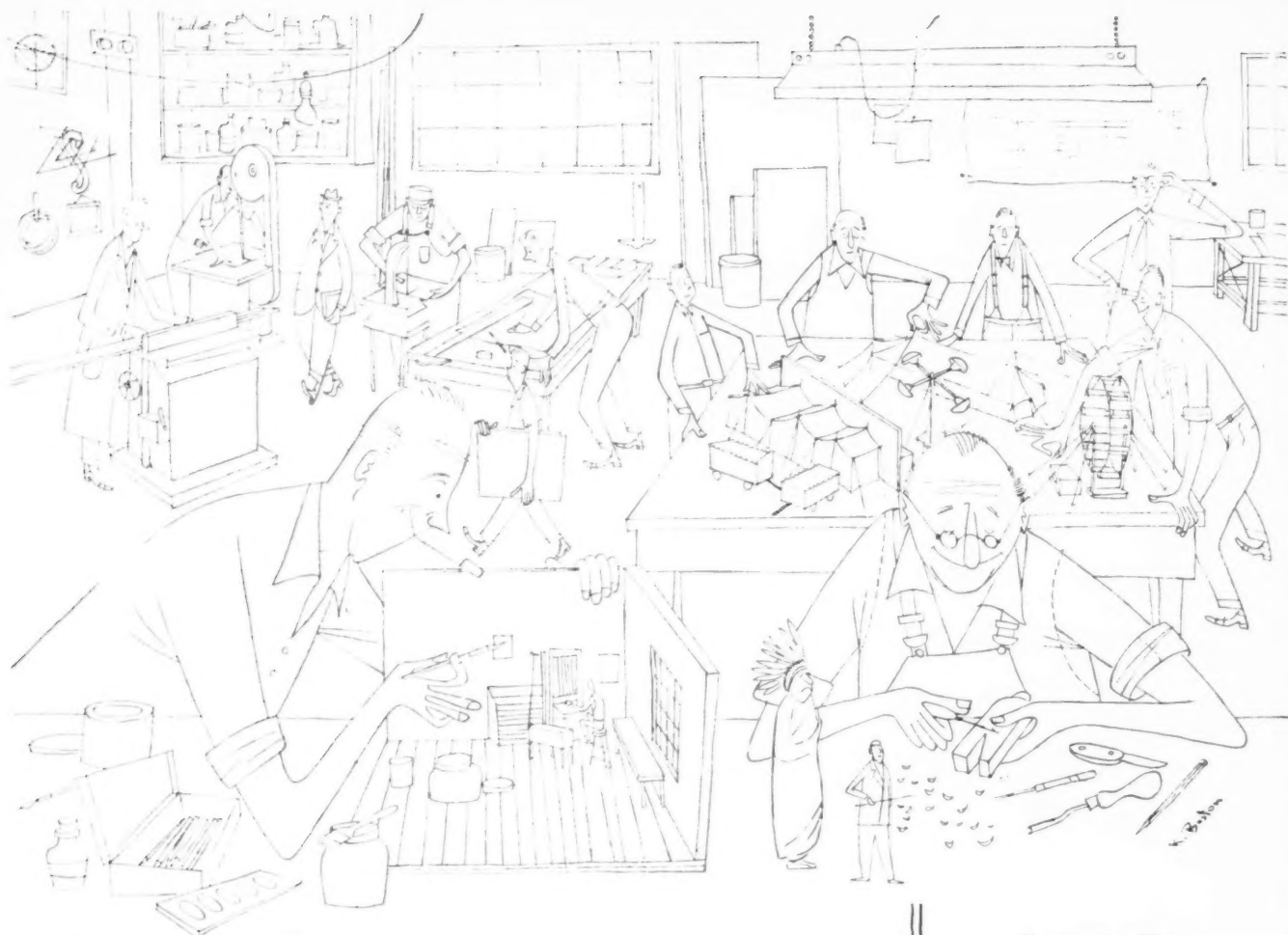
Banana Split hour at Cunningham's: Where do they find so many customers? Page 37.

STIFFER PURE FOOD LEGISLATION COMING UP?
INDUSTRIAL DISTRIBUTORS RATE PRICING
POLICIES ● A ROUND-UP OF NEW SALES TOOLS



FIFTY CENTS

OCTOBER 15, 1951



One-Stop Service

Here's fidelity with economy. A lot of money can be saved by professional treatments with miniatures. You can have a faithful representation of your products in the actual circumstances of their use. Picture your product dramatized. The "right" model or miniature can do a real job for your business.

That's where Jam Handy ONE-STOP SERVICE comes in . . . making accurate models and miniatures "to order" for the business which requires fidelity of presentation with maximum efficiency in production. Without farming anything out. The Jam Handy Organization is set up to handle visual presentations in any and every form.

This kind of complete service is just one of many values your business can get from Jam Handy. This ONE-STOP SERVICE eliminates the worry and much of the rush. It saves time . . . saves costly extra accounting and waste motion. You'll find your job done easier, better at less cost. Let your nearest Jam Handy office prove this to you.

The
JAM HANDY
Organization

Offices →

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H. Street, N.W.

DAYTON 2
310 Talbott Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 28
7046 Hollywood Blvd.

Convention Plans
 Motion Pictures
 Meetings Packages
 Television Commercials
 Demonstration Devices
 Screen Advertising
 Skits
 Cartoon Comedies
 Training Manuals
 Slidefilms
 Pictorial Booklets
 Transparencies
 Slides
 Film Distribution
 Turnover Charts
 Meeting Guides
 Tape Recordings
 Disc Recordings
 Promotion Pieces
 Poster Charts
 Banners
 Training Devices
 Quiz Materials
 Speech Coaching
 Pageants
 Stage Presentations
 Portable Stagettes
 Meeting Equipment
 Projection Service
 Colored Film Production
 Field Surveys
 Convention Supervision

REACH THE BETTER HALF

with New York's largest evening newspaper



43 of every 100

families who read a New York evening newspaper read the home-going Journal-American

TO advertisers of consumer goods and services, the better half is the feminine half . . . and the feminine halves of more than 700,000 New York families read and shop the Journal-American. Carried home in the evening to 43 of every 100 homes where a metropolitan evening paper is read, the Journal-American reaches an immense audience of women . . . places your sales messages in position to influence the family purchasing agent.

For family selling effectiveness, you can't find a better medium than a home-going newspaper . . . and in New York the largest home-going newspaper by far is the evening Journal-American.

**FOLLOW THE LEADER
INTO MORE THAN
700,000 NEW YORK HOMES**

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

OCTOBER 15, 1951

Journal NEW YORK American

AN AMERICAN PAPER FOR THE AMERICAN PEOPLE

A HEARST NEWSPAPER



Only **ONE** Station
DOMINATES
This
Rich, Growing
15-COUNTY
MARKET

WITH
AUTO SALES OF
\$122,697,000*

*Sales Management, 1951
Survey of Buying Power

WSJS
The Journal-Sentinel Station

AM-FM
WINSTON-SALEM

NBC Affiliate

Represented by:
HEADLEY-NEED CO.

Sales Management

CONTENTS, OCTOBER 15, 1951

ADVERTISING

Leading Advertisers Look for Larger Sales

Half of those surveyed by ANA plan to boost ad budgets. Pillsbury's president urges sales-minded top management. Research Foundation expands. Nunn is ANA chairman. . . 118

CORRESPONDENCE

The ABC's of Effective Sales Letters

Let's not bore people with corny, or historical, or slow-witted opening sentences. Like the first five seconds of a salesman's presentation, the take-off either commands attention or loses it. No. 4 in a series of 6 articles. By Charles Bury, Correspondence Consultant, Charles Bury & Associates . . . 112

INDUSTRIAL DISTRIBUTION

10 Ways Distributors Rate Your Pricing Policies

Six of the 10 ways deal with the annoying manner in which manufacturers handle paper work. For example: The chain discount sheet instead of net prices. There is also a growing interest in decimal pricing and packaging. By Louis H. Brendel, Merchandising Director, James Thomas Chirurg Co. . . 136

MANPOWER PROBLEMS

A President's Letter To a Junior Sales Executive

A young man with ambitions to advance to a sales manager-ship gets a heart-to-heart message from the front office. Morris Pendleton, president of Plomb Tool Co., tells what it takes to win—and hold—the top sales job in an aggressive growing company. . . 44

MARKET ANALYSIS

New SM Study Shows Big Market Shifts

Where are the best markets for your product—big cities, medium size or small? Which ones are best for *volume*, which are highest in *quality*? . . . 156

MARKETS

The Gift Market in 50 Consumer Items: Some New Estimates

Don't think of the gift market as revolving largely about holidays. It is—or should be—a year-around proposition. Gift-giving arises largely out of family life, and high marriage and birth rates are enlarging the scope of the market. By Peter B. B. Andrews, Former Industrial Economic Adviser, U.S. Government . . . 128

PACKAGING

Look at These Packages: They Revolutionized a Sales Plan

Bonner Packing Co. had gone along for threescore years packing mostly private brands. Then they decided to push for more volume under their own name. First step was a re-do on packages—and thereby hangs this exciting story. By Elsa Gidlow . . . 76

RETAIL MERCHANDISING

Cunningham's Catches Your Customers

Saturation campaigns for known brands, seven days a week, backed by super promotions and hard-hitting sales contests, keep \$40-million drug chain group moving 15,000 products. Employees, owners and suppliers all profit with Cunningham's. 37

SALES AIDS

"Baby" Cars Help Chevvie Dealers Show All Models and Colors

Twelve authentic miniatures representing seven body types and 12 colors serve three purposes: They're sales tools . . . they make up a showroom or window display . . . and because each is made up as a toy bank, they're effective giveaways. 110

Lots and Lots of Sales Tools 88

SALES CAMPAIGNS

"Coffee Time" Is a Smash Hit; National Distribution Coming

A new carbonated coffee beverage introduced in Boston on January 26, 1951, already solidly entrenched in New England, is on its way in the big New York market. It's largely the brain-child of Herbert Soble, a man who loves coffee. By Bernard G. Priestley 56

Show-and-Sell Drives, Sparked By Contests, Mine Pay Dirt for West

Behind the "Show-How" is a program for improving the "Know-How." It was developed by inducing the salesmen to pool their best sales ideas, then using the results as the basis of training. The plan is opening thousands of new accounts. Based on an interview by A. B. Ecke with William Flatow, Jr., Assistant to the General Sales Manager, West Disinfecting Co. 42

SALES PROMOTION

Teen-Age Salesmen Star in Proctor Kids' Day Promotions

Proctor Electric Co., Barker Brothers store, and other appliance manufacturers test an idea for building traffic by letting youngsters do the demonstrating. Customer votes determine the winner of a \$100 scholarship award. Based on an interview by Terry Armstrong with Walter M. Schwartz, President, Proctor Electric Co. 48

Bank Finds a Rich Market: 80,000 Thrifty Kids

Dollar Savings Bank, New York, is demonstrating how to take the traditional stuffiness out of the banking business . . . and is enjoying robust health as a result. Its school campaign, reported here, is a sample of its expert merchandising methods. By Philip Patterson 84

WASHINGTON

Congress Mulls Stiffening Of Pure-Food Laws 28

DEPARTMENTS AND SERVICES

Advertisers' Index	167	People and their Ideas	15
Advertising	160	Readers' Service	64
Comment	168	Scratch Pad	20
Dear Editor	44	Shop Talk	148
The Human Side	8	Significant Trends	35
Marketing Pictographs	65	They're in the News	40
New Books for Marketing Men	73	Washington Bulletin Board	28
Packaging to Sell	124	Worth Writing For	111



THE GREATEST PURCHASING POWER THE WORLD HAS EVER KNOWN APPRECIATIVELY ENVISIONS THE SCOPE AND SERVICE EXPERIENCED BY USE OF THOMAS REGISTER

For many years Uncle Sam has given Thomas Register a Contract at regular subscription rates . . . (exclusive in its field) . . . for one or more copies of each edition for substantially every important government procurement office. It has also forwarded T.R. to all Consulates and other important government trade agencies throughout the world. Over 1200 copies of the current 1951 edition to U.S. Government alone.

Yet, this vast purchasing potential uses only a fraction of the total T.R. edition, 95% of which is subscribed to and paid for by important private industry — representing, in addition to the enormous government buying, more than 60% of the total industrial purchasing power of all U.S. private industry.

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





Where, oh where, is my Billy-boy?

Sometimes even your best salesman can have too many calls to make. Give him a break, give your business a boost . . . put Nation's Business on the job. Biggest of all fine magazines for businessmen, Nation's Business calls on three-quarters of a million of them every month—by invitation. It covers 85% of the big firms, 47% of their top echelon . . . dominates the \$127 billion small business market. *Mass coverage* like this means more calls on more prospects in any state, county, city, trading area . . . or any salesman's or dealer's backyard. *Ask your agency for the NB story today.* Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

EDITORIAL

EDITOR.....Philip Salisbury
MANAGING EDITOR.....A. R. Hahn
ASSOC. MANAGING EDITOR..John H. Caldwell
SPECIAL FEATURE EDITOR..Lawrence M. Hughes
ASSOCIATE EDITORS.....Alice B. Ecke,
Harry Woodward, James M. Singleton,
D. G. Baird, Frank Waggoner
CHICAGO EDITOR.....Lester B. Colby
WASHINGTON EDITOR.....Jerome Shoenfeld
ROVING EDITOR.....A. G. Mezerik
CONSULTING ECONOMIST..Peter B. B. Andrews
DESK EDITOR.....Mary Camp
ASS'T. EDITORS..Aileen Weisburgh, Erika Gendts
READERS' SERVICE BUREAU.....H. M. Howard
LIBRARIAN.....Mary Lou Martin

ADVERTISING

PROMOTION MANAGER.....Elliott Eakin
PRODUCTION MANAGER.....Madeleine Roark
RECORDSRose Cutugno

FIELD MANAGERS

NEW YORK 16, N. Y.
386 Fourth Avenue Lexington 2-1760
Merril V. Reed W. E. Dunsby
John W. Hartman Wm. McClenaghan
CHICAGO 1, ILL.
333 N. Michigan Avenue State 2-1266
C. E. Lovejoy, Jr. W. J. Carmichael
SANTA BARBARA, CALIF.
15 East de la Guerra Santa Barbara 6405
P. O. Box 419 Warwick S. Carpenter

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
ASS'T GENERAL MANAGER..John W. Hartman
TREASURER.....Edward Lyman Bill
VICE PRESIDENTS.....C. E. Lovejoy, Jr.
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

SALES MANAGEMENT, with which is incorporated PROGRESS, is published semi-monthly on the first and fifteenth except in May and November when it is published on the first, tenth and twentieth. Affiliated with Bill Brothers Publishing Corp. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to New York office. Entered as second class matter May 27, 1942 at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Copyright October 15, 1951 by Sales Management, Inc.

Member



October 15, 1951 Volume 67 No. 3

ie,
60

ury
ahn
rell
hes
ke,
on,
ner
lby
eld
erik
ews
mp
dts
ard
rtin

kin
ark
gno

760

266

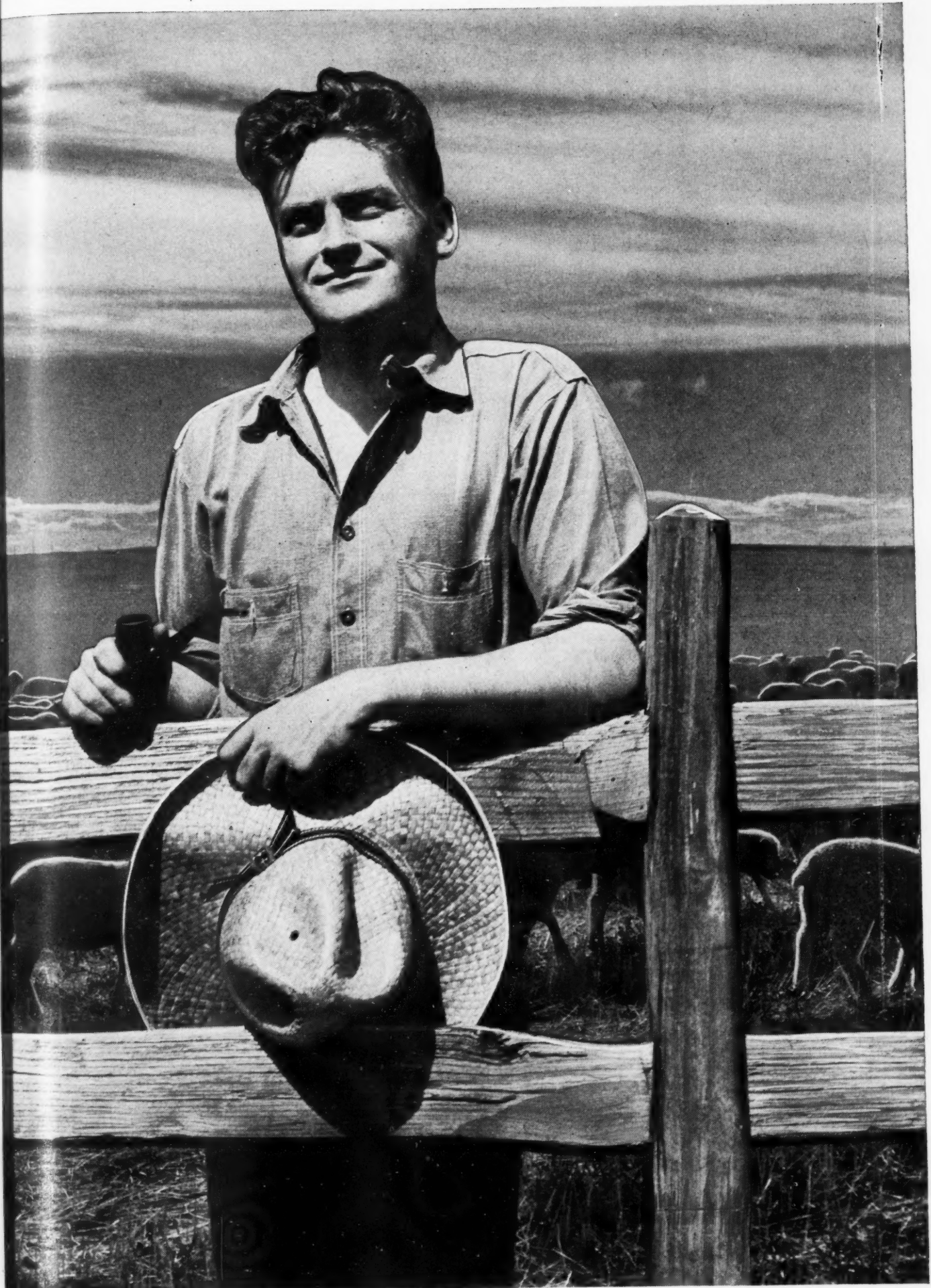
5405

ood
Kohl

Bill
bury
man
Bill
Jr.
ood

rpo-
on-
rem-
and
hing
orth
mail
class
East
1879
ace-

o. 3



The Human Side

SYLVANIA WOOS THE YOUTH MARKET

Out of a full-blast program planned and in operation by the Photolamp Division, Sylvania Electric Products, Inc., may come tomorrow's professional photographers. For the program, designed by the Division to encourage the nation's youths to take more pictures, makes photography such an interesting and satisfying hobby that hundreds of lads and lasses who never held so much as a Brownie are using flash bulbs to record their college parties, dances, etc.

John S. Williams, advertising manager of the Division, says that the program is distinguished by three innovations: It's a sales operation in which youth sells youth. With the assistance of the Gilbert Youth Research Organization the Division is establishing an auxiliary sales force—a wing made up of student representatives. In the second place, it's a technique for getting the actual product, photo flashbulbs, into the hands of potential users. This means the promotion of "snapshot parties" for teen-agers, prep school and college students. Third: It's a device for sustaining the impact of the Division's advertising. And the Division makes available, for 25 cents and an outer wrapper from a package of Sylvania Superflash Photolamps, a "School Daze" snapshot album, holding 120 snapshots, and a natural for promoting the hobby of snapshot collecting.

With this program Sylvania intends to convert student boys and girls into snapshot fans, pave the way for repeat business for camera and photo supply dealers, coordinate all advertising and promotional efforts to gain the greatest selling power, create dealer participation in the School Daze program by providing the dealer with a tested approach and sales aids for attracting young people into his establishment.

It's an ambitious program and Sylvania knows that to make it a success it must offer inducements to young people. So the Division tested the idea last spring when it underwrote a "snapshot" feature for the freshman-sophomore prom of City College of New York and the spring dance of the Phi Kappa fraternity, Manhattan College. For each of the functions Sylvania arranged for the loan from Macy's of 200 simple box cameras equipped with flashbulb holders. The Division supplied—free—batteries, film and some 2,000 flashbulbs. Then the company sent personnel to work with the dance committees in arranging such highlights as the "snapshot queen contest," and "flare dances." And to prolong the effect of this see-for-yourself operation, the Division even developed some 1,500 pictures without charge and held a "best photo contest" at both events. Prizes: Sylvania portable radios.

Sylvania was trying to prove that you don't need to be a professional with expensive equipment to take good

flashbulb pictures. And it wanted to help crystallize a promotional plan which could be adapted by dealers.

With a case history in its pocket, the Division then went all-out to sell dealers on the idea, had proof for nervous dealers that lending-out box cameras pays off: Not a camera was lost or damaged, said the Division, at either of the two parties it had covered.

So Sylvania accelerated its School Daze program, got the snapshot party idea rolling by suggesting to local dealers that they contact established student representatives in their area, contact local youth clubs and organizations such as Boy and Girl Scouts and 4-H Clubs. And it showed dealers how to help develop campus representatives and recruit club and organization leaders for the promotion of snapshot parties. Through arrangement with the Gilbert Youth Organization, these student reps are provided with a copy of the School Daze album, an instruction sheet on how to approach a camera and photo supply dealer, samples of point-of-purchase material and copies of advertisements scheduled for national magazines, and an instruction sheet on how to run a snapshot party.

The program is under way and is gathering a full head of steam: Indicative of the popular appeal of the School Daze promotional vehicle is the fact that the very first, and very brief, announcement on a radio program started requests for the album at an average rate of 100 a day . . . and this before one inch of national advertising broke.



EVERYONE IN THE ACT . . . and pictures galore.



HOOSIER HANK

IT'S BIG!...

the Indianapolis market

No matter how you measure the size of your sales opportunity . . . by population, buying income, retail sales, or percent of total U. S. potential . . . you, like "Hoosier Hank," will find the Indianapolis market elephant-size . . . one you can't afford to overlook in planning your sales campaign.

Last year, for example, metropolitan Indianapolis ranked 6th among the nation's 200 largest counties in effective buying income per capita.* Last year, metropolitan Indianapolis spent better than \$650,000,000 on retail goods alone.*

The Indianapolis Star and The Indianapolis News, Indiana's two largest dailies, give you saturation coverage of this wealthy metropolitan area. But that's not all. They also give you an effective bonus coverage of the 44 surrounding counties.

Combine the two and you have a market of more than 2,000,000 people, spending more than a billion and three-quarters a year. Yes, it's a BIG market . . . rich, active, growing, stable . . . and easily accessible. It's the nation's largest inland market and it's fully covered by The Indianapolis Star and The Indianapolis News. Write for full market information today!

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management's "Survey of Buying Power—1951"

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



OCTOBER 15, 1951

HOW TO SELL A BRIDE

Brides and florists have been getting together ever since the first florist recognized that Bride and Business are synonymous. But the florists—aided by *Modern Bride*—have carried things to the logical end: Now the magazine is creating floral weddings, everything from the bride's bouquet, through the church and the bride's table, down to the lapel posey for the best man. It's a natural, this idea of showing florists how to re-create the lovely custom-created wedding flowers in *Modern Bride*.

Brides, especially brides in small communities whose florists are willing but not up to New York standards, always have wished they could have a wedding as handsomely decorated as those in the magazine. But heretofore they've had to depend on what the hard-working but—let's face it—sometimes unimaginative florist has been able to conjure up. Or some well-meaning friend-of-the-family who likes to "fuss with flowers" has run amuck when confronted with church decoration. Results weren't always what could have been desired.

Modern Bride had the know-how. And Florists' Telegraph Delivery Association, boasting more than 9,000 members all over the country, had the need. They got together and out of their collaboration came the plan which is making florists and brides very, very happy.

Last April, in business magazines going to florists, FTD announced that working plans for Alyn Wayne's *Modern Bride* floral decorations, created for weddings, would be made available to all members. The pre-pub-

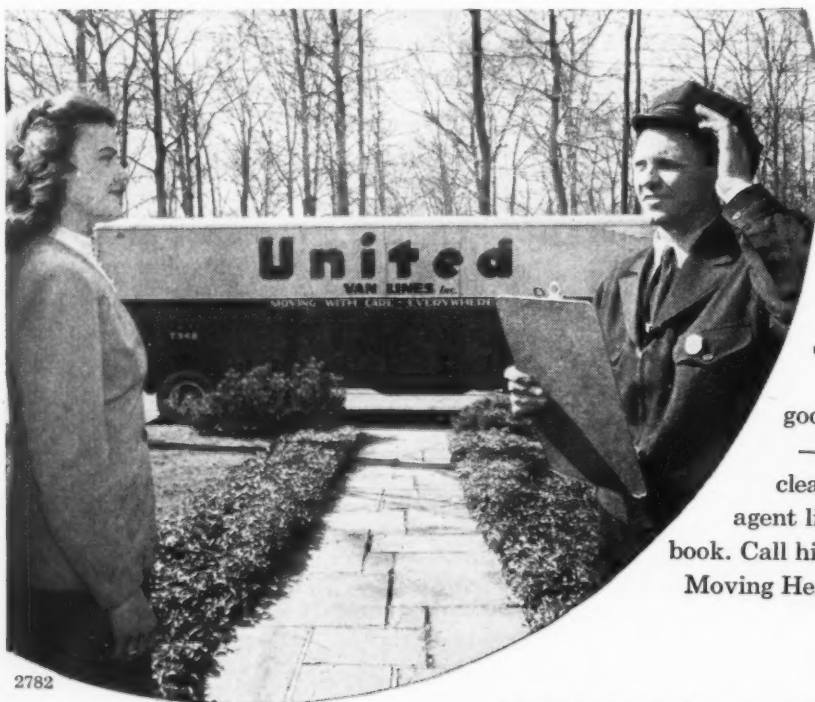
licity consumer campaign started in June in *Modern Bride*. The idea: Using an elaborate kit, made available by FTD and called "More Wedding Business for FTD Members," the member-florists could recreate all of the beautiful wedding floral plans as seen in the magazine. And since the magazine, a quarterly, gets into the hands of 125,000 prospective brides—all of whom buy it on newsstands—the florists had a made-to-order selling tool.

The kit itself provides glossy prints of the weddings featured in the magazine, and a story which can be rewritten by local newspapers, or used as is. The story points up obvious advantages to prospective brides in using this member-florist as consultant for their weddings.

In addition, a sample advertisement and accompanying mats are included. The florist can insert his own copy or run the ad as written.

The entire plan was created for FTD by Grant Advertising, Inc. Julian Murphy, who has co-ordinated the plan for Grant and FTD, says that newspapers, radio and TV give the program a powerful impetus. He showed us a fat scrapbook with stories on the program, from newspapers in Texas and California, Canada and Nova Scotia and all points in between. He feels that the program is a real "three-way-stretch."

In other words, the FTD helps the florists, the florists help the magazine by giving it a chance to wield influence, the brides provide the florists with a whole new market, and the florists enable the brides to rest a lot easier the night before the big day.



2782

"The best move we ever made"

United Van Lines agents get that welcome comment regularly. The reason: United *Pre-Planned* service smooths out all details and follows through on the job . . . a boon to busy executives as well as to employees. Another plus in every United move of household goods, factory or office equipment is Sanitized—nationally famous process that safeguards cleanliness. There's a courteous, capable United agent listed in your classified phone book. Call him, write or wire United Van Moving Headquarters, St. Louis 17, Mo.



Helpful Book, Free! ➡

United VAN LINES, INC.

Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada

United Van Lines, Inc.
St. Louis 17, Mo.

Without obligation, please send your 20-page Picture Book, "Moving with Care Everywhere" . . . with helpful moving ideas.

NAME _____
FIRM _____
ADDRESS _____
CITY _____ STATE _____

People and their Ideas



WHINFREY

New Sales Jobs

Perfection Stove Co. has announced the appointment of **J. H. Rasmussen** as v-p in charge of sales for all Perfection cooking and heating appliances. . . . Plastic Film Division, Goodyear Rubber Sundries, Inc., has a new general sales manager: **Kenneth J. Plants**. . . . A new post for Worthington Pump and Machinery Corporation's **C. E. Wilson**. He's been sales v-p. Now he's consultant on West Coast sales problems. . . . **Don W. Lyon** has been named manager of textile sales in the new Fiber Glass Division, Libbey-Owens-Ford Glass Co. . . . At The Flintkote Co., **Hayden A. Glatte** has been appointed general sales manager of the Tile-Tex Division. . . . In a series of promotions at Jantzen Knitting Mills, **Don Kennedy** has been named sales manager for the Sportswear. **Bruce Sturm** is the new sales promotion manager. The appointments were made known at the close of the company's International Sales Convention held recently in Portland, Ore. . . . **Charles G. Whinfrey, Jr.** has been given a new post with Pennsalt (Pennsylvania Salt Mfg. Co.): He'll be sales supervisor of the Agricultural Chemicals Department. . . . **Bruce Ashby** has been named general sales manager at Kingan & Co. . . . Mastro Plastics Corp. has made **Walter J. Friedman** national sales manager. . . . **Frederick L. Devereux, Jr.**, is now general sales manager, Oneita Knitting Mills. . . . **A. Hollander & Son** has been streamlining its activities. As part of the operation **David Seligson** has been elevated from sales manager to director of the New Products Department and **Paul Hollander** has been made director of sales in the New York office.

... and other executive appointments

There've been a flock of important new executive appointments during the past fortnight: **Arnold K. Brown** was elected president and director of The Transducer Corp., electronic subsidiary of American Machine and Foundry Co. . . . In order to handle the increased volume of industrial and government electronic production, Philco Corp. appointed **Joseph H. Gillies** v-p and general manager, Government and Industrial Division. . . . At Monroe Calculating Machine Co. **Fred R. Sullivan** was promoted to v-p and assistant to the president. . . . **Herbert Mayer**, s.m. for Peter Pan Foundations, Inc., was elected a v-p but will continue to direct all sales activities. . . . Four new v-p's were elected at Bostitch, Inc.: **Emmett G. Gardner** becomes executive v-p, **John E. Scully**, v-p for finance, **Kenneth E. Joy**, in charge of sales and **John B.**



MARONEY

Wynne, production. . . . The appointment of **Henry J. Arbetter** as v-p of Jerrold Electronics Corp. was announced. . . . **Edward J. Maroney**, general sales manager, was elected a v-p of United States Plywood Corp. . . . Nuodex Products Co., Inc., promoted **Arthur Minich** to executive v-p. . . . At Hooker Electrochemical Co. **Bjarne Klaussen** was made executive v-p. . . . Filling a newly-created post—merchandising research director—for Gotham Hosiery Co., Inc., is **J. W. Egan, Jr.** . . . At General Electric, **Harold T. Hulett** was appointed assistant manager of marketing of the company's Major Appliance Division. . . . **Edward J. Malvey** was appointed manager of advertising in the new sales department organization of Chase Brass & Copper Co. . . . New



PLANTS

managers for various regions were announced by Iron Fireman Manufacturing Co.: **E. V. Crossin** heads the southern region, **W. J. Fritz**, the Pacific Coast region and **George Armour**, central region.

Viewpoints

Said **Roy H. Park**, president, Hines-Park Foods, Inc., at the Sales Executive Club of New York City: "The American people want to be sold and serviced on better food. . . . Our family life, our business contacts and our social activities are usually tied in with food and drink, but we have not sold glamor or the intangible benefits of good food. In fact, most newspaper advertising has all the glamor and taste appeal of these two words set in bold type: 'Two No. 2 cans—19c.'" He pointed out that "the last 10 years alone have seen advertising competition increase three-fold. It's tougher than ever to get the show on the road." But food industry and its ramifications, he added, account for 23 million jobs and "the [sales] potential is there, so is the money, and it [food consciousness] has to be sold."



RASMUSSEN

39



DR. L. R. NEEL
Senior Editor



FRANK A. BRIGGS
Editor in Chief



H. L. GANTZ
Southwest Editor



HENRY M. SIMONS, JR.
Lower South Editor



IRIS DAVENPORT
Woman's Editor



MCCULLOUGH PARTEE
Art Director



CHARLES E. BALL
Associate Editor



R. E. STEVENSON
Associate Editor



LAMBETH HAYES
Assistant Editor



LELIA MOSS
Assistant Editor



WALTER F. SCHULTZ
Production Editor



DOROTHY MATTOX
Editorial Assistant



REGINA HUTCHINSON
Editorial Assistant



ROSS BROWN, D.V.M.
Veterinary Editor



RT. REV. THOMAS H.
CARRUTHERS, D.D.
Religion

FARM EDITORS ARE THE REASONS WHY FARM AND RANCH-SOUTHERN AGRICULTURIST PULLS 80% BETTER

It's no accident that FARM and RANCH-SOUTHERN AGRICULTURIST covers the range of rural interests in today's

Southland so completely — it's a job done by men and women who know farm problems and farm living from A to Z.

A team of 39 experienced editors creates, appraises and organizes every line of copy and every photograph that goes into FARM and RANCH-SOUTHERN AGRICULTURIST. 39 reasons why it outpulls the second Southern farm magazine.

... that's the reason why

Important people are busy people

... and as busy people they tend to limit their magazine reading to the publications most closely keyed to their information needs.

In the "news and management" magazine field, 450,000 of these important people choose "U.S. News & World Report"—and, finding that it fills their news needs so exactly and so completely, they read it practically to the exclusion of the other publications in the field.

Class News Magazine

Accurate and impartial surveys show that among the subscribers to "U.S. News & World Report" 90% do not subscribe to Business Week, 91% do not subscribe to Fortune, 91% do not subscribe to Nation's Business, 75% do not subscribe to Time, 86% do not subscribe to Newsweek. That's why "U.S. News & World Report" can say that it offers the advertiser an important market not duplicated by any other news or management magazine.

**U.S. News
& World Report**

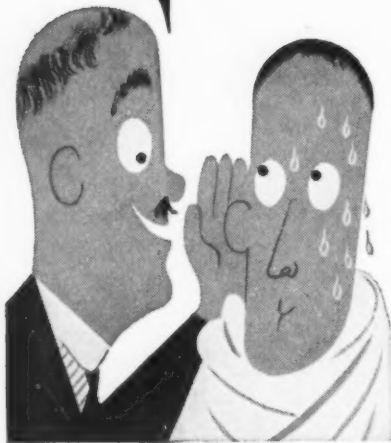
448,385
NEWS MAGAZINE

OCTOBER 15, 1951

First in its field in 1951
IN PERCENTAGE CIRCULATION GROWTH

First in its field in 1951
IN PERCENTAGE ADVERTISING GROWTH

London Specialties Co. reported that it sold 10,500 of a labor-saving aid for sewing machines within 2 weeks after it first offered them (at \$1.00 each) in a campaign on the Chicago edition of THE HOUSEWIVES' PROTECTIVE LEAGUE Most sales-effective participating program ... anywhere!



CONSOLIDATED
is on the move!



... to our new 215,000 square foot, all-on-one-floor plant in Nassau County. Our new setup will make us one of America's most modern and efficient lithographers better equipped and better able to serve you better.

CONSOLIDATED Lithographing Corporation
1113 GRAND STREET, BROOKLYN • NEW YORK
Soon to be at Glen Cove Rd., Colie Place, L. I.

The Scratch Pad

BY T. HARRY THOMPSON

As Jimmy Durante says, let's start off each day with a smile. *The Morrison Press* has a scissors-grinder saying: "This is my very best season. Things have never been so dull."

On "20 Questions," Bill Slater offers to send a "crocodile wallet." What, I wonder, does a crocodile need with a wallet?

Eagle-eyed Reader Jack Scheetz spots Herbert *Hambourger* as chairman of the golden jubilee convention of the International Stewards and Caterers Association.

Among my pet peeves, include the eager beaver at the motel who takes off at the squeak of dawn, chattering as he piles the bags in the car, racing the motor in the cool of the morning, and slamming the door as he gets behind the wheel to go through the gear-changes and out onto the highway like a sabre-jet.

Olmstead & Foley sends along some definitions:

Sales Meeting—
Place where the account men run the advertising.

Agency Conference—
Place where the accountmen run down the sales force.

Rising Sales Curve—
What happens when the two above stop running down and start winding up.

Jim Collins is intrigued by "One Spot," sold on the idea that a little put in one place cleans the whole dog; and "Skip Bath" . . . no tub, no suds, rub it on the pooch, more time for Canasta.

Memory Lane: The time Agencyman Joe Katz was browsing through a textbook on Advertising and came upon an ad he had cooked up when he was in retail work. A cut-caption called the students' attention to the novel effect achieved by having a

rule-border on three sides only, instead of all around the ad.

Then Joe remembered. The electro of the complete ad had been too wide for a certain newspaper, so he had had it cropped on one side, which did away with part of the rule-border. He had been after no special effect; just wanted to send the paper a plate that would fit its columns!

HEADLINE PARADE

All pleasant and accounted for.—*Philadelphia Transportation Company.*

She lives in Cleveland . . . she sleeps in Utica.—*Utica Sheets.*

Million-dollar hold-up! (No clues in sight.)—*Warner's Bras.*

For a perfectly beautiful time . . . sun, sea, and Ayer.—*Harriet Hubbard Ayer.*

America's best-dressed trains follow General Motors locomotives.

Take a powder on washday.—*Article in Du Pont Magazine.*

"I place economy among the first and most important virtues, and public debt as the greatest of dangers to be feared."—Thomas Jefferson.

Some time back, the column suggested a motto for Dan Cupid: "Love and Let Love." I see there's now a stage-play with that title.

NIT—"You say the swimmer slapped his face?"

WIT—"Yeah; he said her swim-suit was skimpy, but it failed to show her prowess."

It is likewise true that chickens come home to roast.

A Pittsburgh Paint coinage, I think a fellow would feel rather foolish asking the dealer for "a can of Color Dynamics."

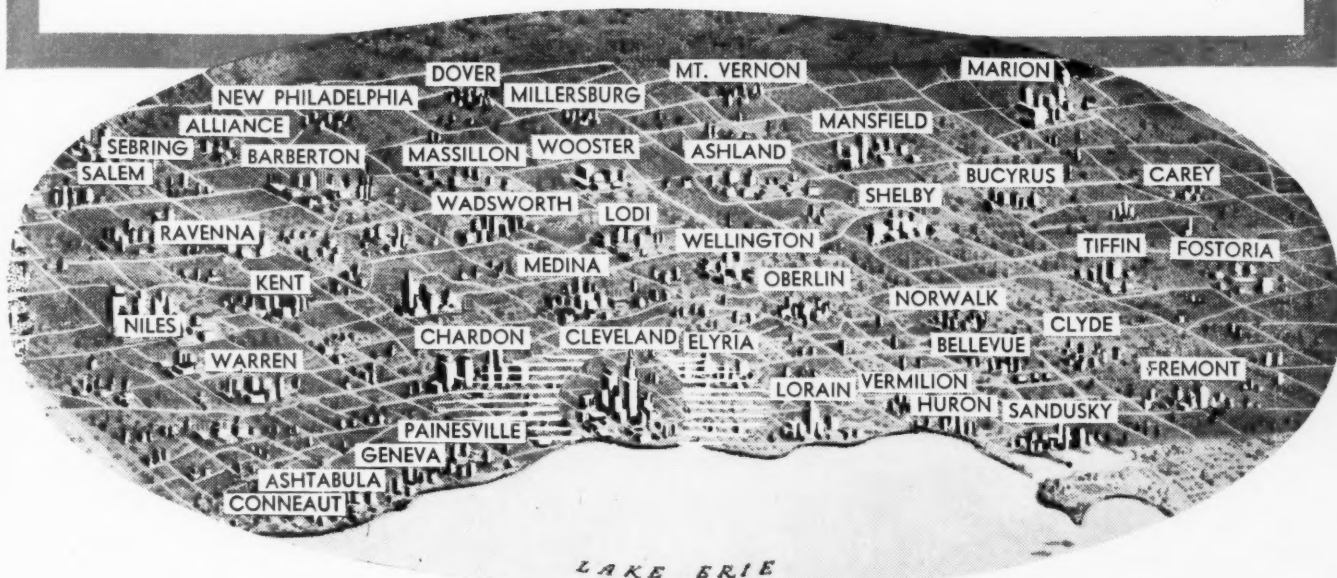
One of my favorite hates among the genteelisms is "adjacent to." Why don't they say "near"?

SALES MANAGEMENT

One Great Metropolitan Newspaper — the

Cleveland Plain Dealer

supports all your dealers in
this **FOUR BILLION DOLLAR MARKET!**



ONE newspaper — local coverage — ONE LOW COST

✓ *The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.*

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,547,706,000	\$1,222,735,000
Food Sales	392,224,000	290,386,000
Gen. Merchandise Sales	235,613,000	100,135,000
Drug Sales	47,691,000	26,515,000
Furn., Hsld., Radio Sales	81,637,000	57,977,000
Eff. Buying Income	2,484,344,000	1,794,240,000

*Akron, Canton, Youngstown not included

Figures—Sales Management Survey, May, 1951




CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

OCTOBER 15, 1951



**Think
of it!**

**in a
two billion
dollar
market**

**WMCT
Memphis
offers an
UNDIVIDED
AUDIENCE**

**to sell this
MEMPHIS
MARKET
you need**

**of more
than 90,000
television
sets***

WMCT

**Memphis' ONLY
TV Station**

WMC WMCF WMCT

*based on latest Mem-
phis distributors'
figures

National Representatives
The Branham Company

Owned and operated by
The Commercial Appeal

**CHANNEL 4 • MEMPHIS
AFFILIATED WITH NBC**

Also affiliated with
CBS, ABC and DUMONT

According to *Pathfinder*, Congress may have to permit a rate-boost for the Post Office Department: Postcards from 1c to 2c, first-class letters from 3c to 4c, airmail letters from 6c to 8c. Nothing ever goes down these days but hope.

As this is written, the Kaesong keeps rolling along.

Wonder how a Polident model feels in an ad whose headline screams: "I wear false teeth"?

HOME CANNING: Firing a guy in the home-office.

"Luckies taste better than any other cigarette!" But, for some strange reason, Camels outsell them.

As I almost said about Kaesong a few paragraphs ago, truce is stranger than friction.

A member of the Securities and Exchange Commission, I presume, won't drink champagne that doesn't have "SEC" on the label.

Tessie O'Paque isn't exactly a lush, but she says a nip in the air is definitely *not* worth two in the bottle.

SPOT CASH: What a dry-cleaner gets for his services.

When a fellow doesn't get that dealership he wanted, you might say he missed the boat.

You can always tell a college man, says Perkins Bailey, *Look's* menswear editor. But, as the bearded cliché has it, you can't tell him much.

FIGUREHEAD: Nasty crack about a chief accountant.

From Los Angeles, Hal Johnson writes to say that, in the 'Forties, the usual response to the query: "How many people work in your defense-plant?" was "About half of them." Today, he thinks the reply should be: "About one-tenth of them." He thinks management would like to fire the "lazy bums," but is hamstrung by the so-called hiring halls that still control the basic problem.

Advertisers of bus, rail, ship, air lines; hotels, luggage, travel togs, sporting goods, read: **FLORIDA—THE NATION'S TOP VARIETY SHOW**—another exciting family travel feature.

Advertisers of insurance, read: **WHAT YOU SHOULD KNOW ABOUT FAMILY INSURANCE**—an informative article on family protection.

So you see, Family Service not only attracts above-average readers—but it also leads them to favor your product or service—gets them of a mind to buy.

Don't forget: The American Magazine—Family Service—2½ million above-average families anxious to buy. In The American, your advertising costs less, because The American lives longer and pushes harder!



THE American

MAGAZINE

...sell the American family



The Crowell-Collier Publishing Company, 640 Fifth Avenue, New York 19, N. Y. Publishers of The American Magazine, Collier's, and Woman's Home Companion

OCTOBER 15, 1951

FROZEN FOOD USE SHOWS WIDE SPREAD

The extent of family use of various types of frozen food in St. Paul shows a wide variation.

Type of Frozen Food	St. Paul % Family Use
Vegetables	46%
Fruits	42%
Orange Juice	27%
Poultry	24%

Keeping the St. Paul picture in mind, it is interesting to compare the family penetration by these food types in the 15 markets where comparable Consumer Analyses are made. Note how the 15 markets are numerically distributed by per cent of buyers for each type:

Per Cent of Buyers	Vegetables	Orange Juice	Fruits	Poultry
70-79%	1	—	—	—
60-69%	2	—	—	—
50-59%	6	1	—	—
40-49%	3	2	1	—
30-39%	2	3	5	1
20-29%	1	3	2	4
10-19%	—	6	6	8
1-9%	—	—	—	2
TOTAL	15	15	14*	15

*Not covered in one market.

The data given above is taken from the 1951 Consolidated Consumer Analysis and points out vividly local market variations both among and within these frozen food classifications.

Because in each classification one market stands above the rest it is logical to ask, "Is this the same market in each case?" "No." Here is the leading market for each classification with its per cent of family use:

Frozen Vegetables . . .	Washington, D.C.	—78%
Frozen Orange Juice . .	Washington, D.C.	—58%
Frozen Fruits	St. Paul	—42%
Frozen Poultry	Omaha	—34%

Local factors are operating in these markets to give each a superior demand for a specific type of frozen food . . . in other words, "Frozen Food Business Is Local."

The Consumer Analysis is a brand preference study of the St. Paul Market. One hundred and fifty major classifications are included, with data on both primary demand and brand standings. Obtain current data on the products in which you are interested. Please specify the classification (s) and write Consumer Analysis, Dept. 11-G, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota—the Northwest's Morning, Evening and Sunday newspaper with the market tailored circulation.



WASHINGTON

Bulletin Board

Congress Mulls Stiffening Of Pure-Food Laws

Before the year ends, there will be a congressional report on what to do about all the chemicals we're forced to eat—the dyes, the emulsifiers, preservatives and flavors which are put into just about everything. Hearings on which the report will be based are full of apprehension, of questioning whether the appeal to the eye, delight to the touch, satisfaction of the taste, which chemistry gives to food, aren't counterbalanced by danger to health. Such a report may make headlines.

There may be more to it than a story in the paper and a mention in a broadcast some morning or afternoon. The report, no doubt, will recommend that a law be passed, a relatively mild law probably, that the Food and Drug Administration endorse new chemicals before they are introduced. To put through a law congressmen must emphasize urgency. This emphasis can be built up by telling what some chemicals did to laboratory rats—lurid stories bound to scare the pants off people.

So, for both food processors and chemists there's a problem. There's first the old one that they've always been aware of: making sure that their products are, indeed, safe. Now, there's more. How can the manufacturers assure their customers that they're only being fed, not poisoned, without also implanting and spreading that suspicion.

Processors testified that the difficulty will get more acute. You find, let's say, an emulsifier for your cake or your cake mix. Experiment has shown that a person eating a piece of it at each meal, plus a fourth bedtime snack, would stay healthy. Could you want more assurance? The answer, regrettably, is "Yes." Similar chemicals later will find their way into bread, soup compounds, and a half-dozen other foods, so that a person will absorb more of it than you allowed for in that test.

Moreover, the chemical industry, not to mention chemical science, is

growing. Department of Agriculture experts point out that without chemicals there simply wouldn't be enough to eat: Produce would rot on the ground and food mold or ferment on store shelves if it ever reached the shelves. Nor would people want to eat what's "pure". There are entire industries devoted to finding the appropriate yellow for margarine and winter butter, the green of mint jelly, the bright red of the cherry that decorates a fruit salad; textures and flavors, as well as color, have been fabricated. The Department of Agriculture, by canvass, discovers what people like or dislike about the corn, apples or tomatoes they buy, after which the chemists, in their own and in private laboratories, get to work. It's not surprising that about 200 additions to the chemical diet are found and proposed for use each year.

Throughout the country, in universities and elsewhere, are laboratories presided over by men with Ph.D. degrees, plus-lifetimes of papers on all sorts of intricate researches. They test the chemicals—briefly, by feeding them to rats, dogs, monkeys, etc. For a year, they've been testifying before the Congressional Committee.

Try It on the Rats

Their experiments are not uniform. The ideal test is to feed the chemical to several species throughout their life spans (There are those who insist on several generations.), killing off some of the animals periodically and examining their corpses. A food processor considering the purchase and use of a new chemical approaches this, but telescopes it somewhat. Sometimes, the telescoping is rather thorough: Only one species will be watched and then only through part of its life span; instead of periodic, complete autopsies, only a single characteristic, such as weight, will be checked. This happens when the



OCTOBER ISSUE HITS NEW DOLLAR HIGH

Sales record impresses Sam Thompson of The Borden Company

Again advertisers tell our latest success story for us. This time by investing more money in the October COMPANION than in any other issue during our *entire* history.

What convincing proof that the COMPANION is a powerful selling force that helps move merchandise!

Good reason why COMPANION representative Tom Peirsel has captured the attention of Sam Thompson, Advertising Manager, Grocery Products Division, The Borden Company.

Yes, get the facts — and you'll come to the COMPANION.

COMPANION LEADS 4 WAYS

An independent readership study* shows that among the four leading women's service magazines, out of every thousand families, the COMPANION reaches:

1. MOST "young marrieds," age 21 through 35
2. MOST families earning from \$3,000 to \$10,000
3. MOST families with children
4. MOST children per family

*Conducted in 136 scientifically selected cities and rural areas by Stewart, Dougall and Associates, foremost research organization.

Woman's Home **COMPANION**
CIRCULATION: MORE THAN 4,000,000

SOME PEOPLE SAID

WE HAD

Holes in our Head



...WHEN WE SAID WE WOULD FLY FREIGHT
AT AIR EXPRESS SPEEDS WITH RAIL EXPRESS RATES.

You be the Judge!

PRICE



Compare these
Flying Tiger scheduled
air freight rates:

Sample 100 lb rates from West Coast to	Chicago	Phila- delphia	New York- Newark
Flying Tiger Air Freight	\$10.50	\$14.40	\$14.70
Air Express	55.00	77.40	77.40
Air Parcel Post	72.03	80.00	80.00

Call or write today
for commodity rates
on your products.

SPEED



Flying Tiger scheduled air freight takes your products across the nation overnight. 35 fast air freighters take single loads up to 20,000 pounds and are at your service 365 days of the year. Air Freight is our exclusive business—we do not carry passengers, mail or express—instead your freight carries top priority all the time.

SERVICE



Flying Tiger scheduled air freight gives you door-to-door delivery. The Flying Tiger Advance Manifest System enables immediate cargo identification and location at any time during transit. Freight on Flying Tiger freighters requires less crating than any other method of transportation—in many cases no crating at all.

HERE'S HOW YOU SAVE 10 WAYS

With Scheduled
Air Freight Service:

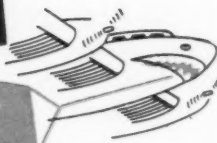
1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Faster turnover of capital.
8. Overnight service on products and parts across the nation.
9. No terminal tie-ups.
10. Door-to-door delivery.

The Flying Tiger Line Inc.

a better way of shipping, a better way
of buying, a better way of selling,
anywhere, any time, anything.

... WORLD'S LARGEST OPERATOR OF AIR FREIGHT AIRCRAFT

GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK, CALIFORNIA
Agents in principal cities throughout the world.



experimenter must meet a deadline in defense of a product.

Another technique is to take one species and vastly overdose it with the preparation itself or some ingredient, discovering that the chemical is fatal. This experiment is appropriate to the product of a competitor. Finally, similar overdosing is repeated with common, acceptedly "natural" foods, such as fruit juice, salt, etc., from which you learn that nature is deadlier than chemistry. A company whose product has been given the works, as just outlined, replies by describing these experiments.

As the war ended, practically every big company noticed the growing popularity of cake mixes. Quaker Oats decided to get into the field. Its technical men were told to put together the best they were capable of and not to skimp on ingredients. Now, by just being lavish with butter and eggs, you get something good enough for kitchen, not for corporate, industry. Such cakes may sag in the middle, stick to the pan, or crumble as they're being cut. A housewife laughingly apologizes for these accidents and is assured that, for a cake so delicious, they don't matter; such tolerance doesn't extend to commercial products. Appearances, Quaker Oats found, could be saved only by emulsifiers and, after several slips, the company settled on Span and Tween, made by Atlas powder. Before the papers were signed, its technicians asked for and examined Atlas' tests for possible toxicity, which they supplemented by several of their own. Laboratories, and their litters too, were autopsied and examined. There was nothing amiss.

Swift Gives "LD-50" Routine

Swift, which sells a competing additive, put Tween—though not the exact one used by Quaker Oats—through something much more rugged, and reported the results to the Congressional Committee. Swift gave it to rats under what's known as the "LD-50" routine, which is finding the dosage that will kill half the animals. The test is a standard source of leads, telling the experimenter what injuries to look for in subsequent milder tests, which, however, Swift did not go on to make. LD-50 revealed all sorts of deleterious results, which the papers picked up. Since there's a lethal dose for a great many things people eat, its existence for Tween couldn't rank as a major discovery.

Meanwhile, FDA was holding hearings—on bread emulsifiers and
(Continued on page 144)

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending October 15, 1951

INTRODUCING A NEW FEATURE

In response to heavy readership demand, we inaugurate in this issue a monthly chart on current trends in industrial sales, similar to the chart on retail sales which appears in the first-of-the-month issue. In the chart below we trace the movement since 1939 in manufacturing sales and inventories, based on data published by the Department of Commerce. Dr. Jay M. Gould of Market Statistics, Inc. will supervise the current projections of these series and will make available the most up-to-date information. We also provide a third series in which sales are adjusted for changes in the wholesale price of manufactured goods. Such a deflated series is useful in getting a realistic perspective on current industrial trends; for instance, it may come as a surprise that in terms of unit volume, we have not, even in the current boom, been able to match the level of industrial sales reached in 1944.

Sales shipped by manufacturers in September are estimated to run about \$22 billion (adjusted for seasonal change), which represents a 7% drop from the 1951 peak reached in May. This decline is in contrast with continued gains in factory inventories. Such a divergent movement is unusual and may be a harbinger of further declines in production unless there is a speed-up in defense production. Yet new orders remain high and dollar sales of durable goods are at peak levels. The sluggish movement of industrial sales is entirely accounted for by continued declines in nondurable goods, which accounted for 56% of total factory sales in September, 1950, but only 51% in September, 1951.

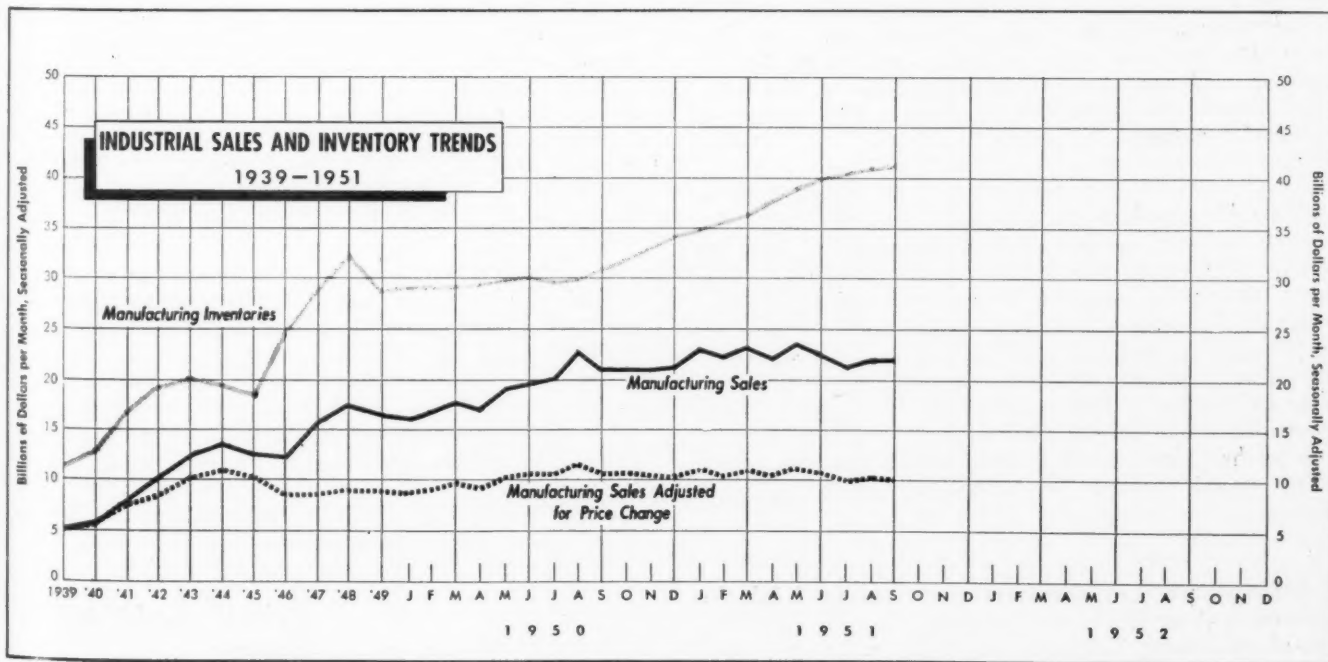
This chart on Industrial Sales and Inventories will appear in future mid-month issues, and commencing in November, readers should look for both sales charts toward the back of the book instead of here in Significant Trends.

THAT BUGABOO OF INVENTORY

Retail inventories, too, are at an all-time high, and this is reflected in smaller and less frequent new orders. Probably a major reason for so many manufacturers being shocked and surprised by the letdown in orders is that they assumed too much—assumed that the merchandise purchased so eagerly by wholesalers and retailers from July, 1950, to the early part of this year was being passed on to consumers.

While we have plenty of purchasing power, full employment, and no threat of an actual buyers' strike, most families are in a position to "sit it out" on all manner of postponable items, and more or less dictate price, quality and terms. Now, more than ever before, it is important to know the condition of dealers' stocks and the temper of the people.

Would a smaller size sell better? . . . Or would people jump at the savings possible in the "jumbo" size? . . . Is this the time to bring out a brand new model? . . . Have we priced ourselves out of the market? . . . If we should bring out new models, would we be "sticking" dealers with a glut of old merchandise?



These and many similar important questions can be answered with the aid of field reports from your own men and/or by independent research agencies. We said "with the aid of." Such reports aren't going to give all the answers, aren't going to take the place of judgment based upon experience, but without them judgments are more likely to be faulty.

Salesmen's reports can be valuable in getting a true line on inventory conditions in the stores, but only if they are completely factual. A report that a dealer is "loaded up" may mean nothing except that the salesman is giving himself what he hopes is a solid alibi for not having made a sale, but a report based on actual inventory, where he lists precise numbers and sizes of your merchandise and competitors' merchandise in stock, will give you a real insight.

Department store inventories are a fairly good indicator of the stocks on hand of all retailers, and these figures are available quickly after the close of each month through the Federal Reserve System. Write the Federal Reserve Board, Washington 25, D. C., for the (free) monthly *Federal Reserve Bulletin* covering the nationwide total; write also each of the Federal Reserve Banks for their monthly regional figures giving inventories and also sales figures for leading cities.

THESE ITEMS INTERESTED US

Defense Mobilizer Wilson says that other than military construction must be reduced, also fewer consumer durables can be made. Looks like a good time to see whether some of your consumer products could, with slight modification, be made suitable for industrial or military use. Apparently Washington will allow more CMP metals for non-consumer purposes.

With both markets and materials undergoing rapid changes, and rising wages here and ahead, it's more important than ever before to know the break-even point and to get cost figures promptly. As the Research Institute of America points out, "in making sales forecasts or planning production, you don't need figures to the decimal point. You need them fast—and rough figures will be good enough . . ." An investment in the most modern and rapid accounting machines is more than ever a sound investment.

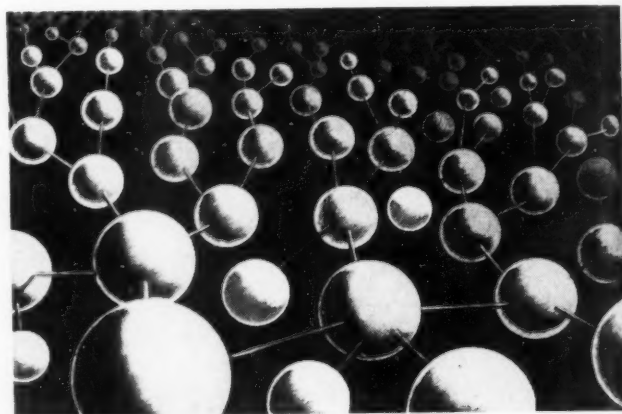
How different from the old days is some of today's promotion advertising. Recently we commented on the astute thinking of the Metro Comic Group — tying their package in with TV to provide a fuller coverage of big markets. Now comes *Look* with a "challenging thought for million-dollar advertisers." Use all three, says *Look*: "\$1,054,000 will buy 26 black and white pages in *Look* and *Life* and *Post*." This means, as they point out, every issue of their magazine and every other one of their big competitors. In days not distant no publisher would mention his competitors unless to damn them.

Many people have wondered why someone didn't do something about the mess—and mess is a good word for it—of misleading local ads on home appliances, espe-

cially TV sets. If you fail to read the fine type or incorrectly interpret a tricky phrase you get the idea that not only do you have to pay nothing down but everything's free for two years.

The *Milwaukee Journal* did do something recently: they worked up a code for distributors and retailers which bans 10 misleading ad practices. The *Journal's* reasoning — advertising can sell wanted, good-brand merchandise at profitable, reasonable prices. "We know, too, that there is no substitute for the truth."

The average American had 45% more purchasing power in 1950 than in 1939, despite the fact that the dollar in 1950 was worth only 58% in terms of 1939 prices. Personal income has risen 207% before federal income and other tax deductions since 1939, and 189% after such taxes. Your wife won't believe the foregoing, nor your secretary probably, and you may be wondering if it's something about a couple of other fellows, but we have it on authority of the research department of the U.S. Chamber of Commerce.



CHAIN REACTION IN BUILDING

A 40 minute color slide film prepared by *The Magazine of Building* shows that our \$28 billion construction market sets off chain reactions which mean a direct sale of new furnishings and equipment not just once but many times over, as illustrated by this slide. A recent study in Levittown shows that each family moving into a new house starts as many as 16 other traceable shifts in residence—almost every one resulting in the purchase of new furniture, new rugs, new draperies, new appliances, often even new cars.

And what's true for houses and furnishings is equally true for other types of buildings and for the durables used in them—like office equipment, store fixtures and industrial machinery. Moreover, new buildings set new standards; force the modernization of old buildings. Consider air conditioning as an example: No prewar New York office building installed air conditioning until competition from new buildings forced them into it. Now the Empire State Building is air conditioned and Rockefeller Center is getting ready to follow.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

When Nate Shapero opened his own drug store on borrowed money in 1918, he was so sure it would start a chain that he called it . . . No. 1.



Still actively directing Cunningham, Marshall, Shapero and Schettler chains, Shapero gets a lot of help, ideas from Ches B. Larsen, executive v.p.

Cunningham's Catches Your Customers

Saturation campaigns for known brands, seven days a week, backed by super promotions and hard-hitting sales contests, keep \$40 million drug chain moving 15,000 items. Employees, owners, suppliers all profit with Cunningham's.

BY LAWRENCE M. HUGHES

Antoine de la Mothe Cadillac should see what Nate Shapero is doing to his Detroit.

If M. Cadillac carried drugs at the trading post he founded 250 years ago, these must have been a limited line of lotions and potions for the Indians. His canoes did not bring in 15,000 different items, some of which will even change the color of a scalp.

In the city which emerged from Cadillac's trading post, Cunningham Drug Co. today operates 89 stores. These stores are estimated to do one-third of all retail drug business there.

And in the suburbs which have sprung from the city to embrace with it some three million people, and in other cities throughout busy southern Michigan, Cunningham's is set to serve millions more.

Nathan Samuel Shapero is proud of the large vision and the endless energy of his native Detroit and Michigan. For 33 years he and his stores have contributed to them. He was hardly surprised to learn that Detroit and all 11 other major Michigan markets have long been starred among SM's "high spot cities" for current

retail sales activity. And it was more than coincidence, in SM's 1951 *Survey of Buying Power*, that Michigan last year led all states, except Nevada, in average per-family drug store purchases—with a rate of 42% above the national average.

As chairman and president of Cunningham Drug Co., and chief spark-plug of an even larger drug store empire, Shapero at 59 is far too young

and active to sit back and rest on last year's statistics.

Cunningham's itself is opening more stores and improving all its present 111. The wholly-owned Shapero chain of "quality" drug-and-toiletries stores in five large midwestern cities soon will be augmented by another in a new Statler hotel out in an old Spanish town called Los Angeles. Also, Cunningham's now owns 47 Marshall drug stores around Cleveland and seven Schettler "prescription" stores in the Detroit area—both of which it has operated for several years.

In the fiscal year ended September 30, 1951, all of these chains sold a combined volume of \$40 million.

But with a net profit after taxes of about \$1.7 million on \$30 million sales, the Cunningham-Shapero stores continued to be the most profitable major drug chain. In 1950, Cunningham-Shapero earned 5.8% on \$25.5 million. Walgreen earned 2.2% on \$163 million, Rexall 1.3% on \$154 million, and United Cigar-Whelan .8% on \$74.3 million.

On that first Armistice Day, November 11, 1918, a bit of vision combined with a bit of courage caused young Shapero, with \$4,500 of borrowed money, to take control of a long-closed, cobwebby drug store in a rooming house neighborhood out at Cass and Ledyard, to call it Economical Drug Store No. 1. Something of the same, in 1931, caused the still-neighborhood and -suburban Economical chain to get control of the foundering downtown Cunningham chain. Two years later, at the bottom of the depression, Nate Shapero had reason to ask, "What depression?"

The previous year Economical-



OUR COVER PHOTO: Those bikes belong to some of the "customers of tomorrow"—and today—attracted by Cunningham stunts, promotions and values.



An \$8,000 mechanical elephant sells "Jumbo" photoprints . . .



. . . and hard-hitting campaigns on brands sell merchandise.

Cunningham had opened nine stores, remodeled 10. In 1933 it was going to open a store a month, and step up advertising 20%. Right smack in the middle of the bank holiday of March, 1933, Shapero opened two of them. And between 1930 and 1934 the company increased the number of its stores from 46 to 71; their sales from \$2,590,932 to \$6,228,539; their net profit from \$156,391 to \$333,843.

Is it any wonder that, since World War II, both Walgreen and Liggett decided to fold up their tents in Detroit, and silently to steal away?

"Fundamentally," Shapero says, "we're no different from other drug chains. . . . Our only advantage may be in people—in finding, training and developing people."

9-Point Program for Sales

But the reasons, as one veteran executive outlined them, also have to do with establishing a "climate" for effective, profitable selling:

1. Continuous leadership and stimulation from the top, and understanding at the top of individual store problems;
2. Complete understanding, at store level, of policies and programs;
3. Sharing knowledge of these with *everybody*—including non-selling people.
4. Local autonomy: a store manager is "right until proved wrong";
5. Locating stores to anticipate the growth of their areas (In 20 years Cunningham's has had to close only five stores.);
6. Shrewd awareness in buying of what the public will buy;

7. Incentive and excitement from a never-ending series of contests, promotions and "events";

8. Consistent, dominant, day-in-and-day-out advertising to support them, and

9. Concentration on "pre-sold" nationally-advertised brands.

In addition to all these, Cunningham's has stepped up efforts in a profit-sharing program, to insure that all associates profit when Cunningham's sells more at more profit. . . .

The chain does not "economize" on advertising. Cunningham's spends more than \$1 million, or 3%, for it. (If A&P advertised at Cunningham's rate, its budget would be more than \$90 million!) It has become the largest television advertiser in Michigan, and after J. L. Hudson department store, the largest newspaper advertiser in Detroit. It is one of the largest retail outdoor advertisers there. And at any given moment incidental "media" may range from a mechanical elephant lumbering through the city's streets with a flock of kids on its back—to promote Cunningham's Jumbo photoprints—to taking 40,000 youngsters to a Cunningham-sponsored big league ball game.

In one year Cunningham's cash awards for sales performance (concentrated largely on the longer-profit but harder-to-sell items) exceeds \$200,000—not counting merchandise awards and prizes offered by manufacturers. The profit-sharing plan, for all employees of three years or more, has amassed \$1.5 million.

Shapero runs the show, but he no longer owns it.

The current price of Cunningham common on the New York Stock Exchange is a bit above \$30. This brings the total worth of the 381,596 shares outstanding (Earlier preferred issues long since have been retired.) to about \$11.5 million. The largest owning group—but no longer holding a majority of the stock—are Nate Shapero and members of his family. Other executives and many employees participate too. The present \$11.5 million "value" of the stock, in fact, isn't enough to cover total assets, which for the fiscal year ended September 30, 1950, stood at nearly \$14.3 million. Current assets alone, including nearly \$5 million cash and government securities, were \$9.547 million; current ratio of assets to liabilities nearly 2½ to 1. Earned surplus was nearly \$8.8 million.

The Ink's All Black

Cunningham's has no funded debt. Veteran vice-president Samuel H. Rubiner could recall only one loan—for \$50,000—made when the banks closed in March, 1933, to meet current bills. It was repaid in three days. But I found that in 1939 the company "borrowed" \$175,000, payable over seven years, to care for additions to the warehouse" at the Twelfth Street headquarters, including a new ice cream plant and laundry. This loan was repaid the next year.

Shapero's operations—Economical and then Cunningham as the Economical name was dropped—have never had a red year. Even when going was toughest earnings have been 4% or better. And growth has



Cunningham's doesn't wait for its birthday to celebrate. In any week—in newspapers, radio, TV, outdoor and displays—scores of products get special emphasis.

come predominantly from earnings.

As Nate Shapero says, "We've never had time to spend them."

The men who share with him the direction and much of the ownership of the company have grown with Cunningham's. Among other things they emphasize the "interrelationship of departments: Everybody knows the other fellow's job, and when necessary, grabs the ball for him."

Next to Shapero in rank stands Ches B. Larsen, executive vice-president of Cunningham and president of Marshall Drug Co.; Sam Rubiner, v-p for real estate operations; Sumner H. Prior, treasurer; George B. Corpman, general manager, in charge of store operations; Joseph J. Fenton, sales director, and Nate's only son Ray A. Shapero, sales promotion director. These seven are the "working" members of the 11-man board of directors. Ray Shapero and A. L. Jayne, advertising manager, report to Fenton. Other executives include Lloyd J. Hunter, personnel director, and Herbert Rudolph, director of purchases.

Among the "outside" directors, Fred J. Kennedy has been attorney for the company since Nate Shapero opened his first store, and J. Gates Williams, investment banker, was an underwriter for the first public offering of Economical-Cunningham stock, two decades ago. C. P. Bentley, president of Owosso Manufacturing Co., is the largest stockholder of Detroit Trust Co., and Charles T. Fisher Jr., is president of National Bank of Detroit. . . .

Nearly all Cunningham executives have worked up from the bottom through stores and then division management. But none got into the drug chain business lower than Nate Shapero. At 12, to support his widowed mother, he became an errand boy for Louis K. Liggett Co. By the time he entered the Navy in World War I, he was a store manager.

Shapero saw a big chance in chains. But specifically he meant chains which were *not* thrown together for quick sale to bankers and then to the gullible investing public: chains which *would* sink sound roots into

markets and grow with them.

In late 1918, stationed by the Navy in Detroit, he happened to find, at Cass and Ledyard, the tangible basis of hope.

He had no money. There was also the problem that the Navy then had first call on his activities.

The Navy gave him leave to open it in uniform. He found a civilian partner who said he would keep it going until Nate's discharge.

The partner also put up \$2,000. Nate borrowed his \$2,500 in chunks: \$500 from his mother; \$1,000 from a doctor; \$1,000 from a banker on, he recalls, "the strength of my uniform."

The two young men took control at 11 A.M., November 11, 1918, the precise day and hour of the Armistice. A propitious time . . . but not, in the midst of bedlam, to start a new enterprise.

Open for Business

Still on leave, Shapero went back the next day, moved out on the sidewalk his scanty stock and all the grimy fixtures that could be moved, and set to work cleaning up. His partner already showed signs of faltering. But they were still able to ring up \$21 as their first day's sales.

Then, within a fortnight, the partner pulled out, and the doctor said he needed his \$1,000 in a hurry. Only Nate's mother and the banker still had faith. The banker, in fact—John Bodie, then president of Detroit's First National—even loaned him money to pay the others.

Within a few days the neighbors around Cass and Ledyard received a card announcing No. 1. And in that period too, Shapero started the first of a never-ending series of promotions: a card to dentists offering a free ice cream cone to any young patients they might send in.

"The idea," he remembers, "went over big. Soon we were getting back 30 or 35 cards a day. Dentists began to give us their prescriptions. The kids talked about Economical in their homes. Finally, we got ice cream companies to share the cost, by putting their names on it. One of our stores still continues the plan.

"Always we've carried and promoted nationally-advertised brands."

He estimates that these brands represent about 99½% of the combined dollar volume of Cunningham, Shapero, Marshall and Schettler stores: "Probably not \$200,000 of our \$40 million is in our own brands.

"There's a lot more sales sense in riding with than in trying to buck

(Continued on page 150)

EARLY BIRD . . . When William B. Lewis—Kenyon & Eckhardt's new president—was only a Boy Scout he'd made up his mind to two things: He wanted to be an advertising man and he wanted to be one in New York City. At the age of 20, with the blessings of his mother and the \$75 fund that was supposed to start him in his junior year at the U. of Missouri, he took a train from St. Louis to New York (having borrowed 100 bucks from his grandpa), managed to avoid malnutrition and undue exposure until he got his foot into an advertising door. His first job was with Stanley Resor, president of J. Walter Thompson, who had once hired Bill's stepfather. Mr. R. put him through the New Business, Research and Copy Departments. The next step was to have been the Production Department. But Bill thought that copy was his forte and since the company wouldn't let him stay in that branch, he joined Joseph Richards Co. For the next decade he served as copy writer for a number of agencies, finally became a copy chief. In '35 he entered radio, was CBS's commercial program director, then program director. A little over a year after he joined the network he'd become a v-p. During the war he co-ordinated all government radio activities. He joined K & E in '44 as v-p in charge of radio. He likes deep sea fishing, has a collection of books and recordings, is interested in ballet.



They're in the News

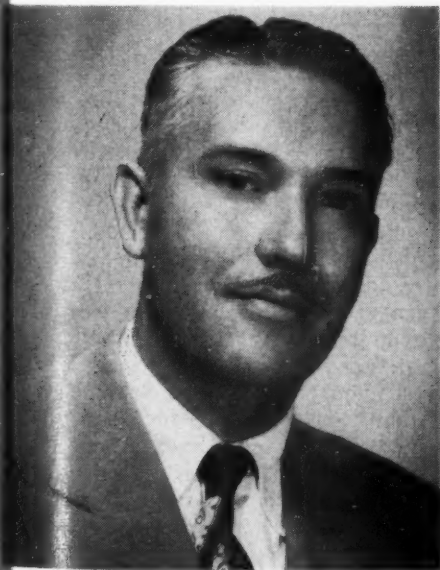


HOUSEWARMING . . . and *what* a house it is that houses *Sunset Magazine*: The publication's brand-new ranch-style editorial office-home at Menlo Park, Calif., is the envy of every other publication, East or West Coast. It's the fulfillment of a 20-year dream for publisher L. W. Lane. . . . And moving in on the 23rd anniversary of his ownership of the magazine was just cause for a double-celebration. *Sunset*, written in Northern California, printed in Southern California on paper stock made in Oregon, now ranks among top general magazines in advertising lineage. Circulation, which stood at 60,000 when Lane bought the property in '28, now hits the half-million mark, principally in California, Oregon and Washington. Lane spoon-fed the magazine, struggled monthly to keep it alive, brought it to its present established place in the sun. He was born in Kansas, attended Iowa schools, took his first full-time job at 16 with a wholesale hardware firm. . . . A man of great taste and vision, he wanted a "home" for his magazine, not merely "offices." Even glossy pictures of the layout which give concrete evidence that the beautiful building which houses 100 members of the staffs of *Sunset Magazine* and *Sunset Books* is the logical, happy result of a man's dream to give his associates the perfect creative background.

FIRST LADY . . . Nona Kirby believed to be the first lady general sales manager of a radio station—a big station—to be explicit. She's good-looking and before you send her posies or try to court her favor with a steak dinner—she's *Mrs.* Kirby. Her station, Boston's WLAW, one of three 50,000-watt power stations in New England, recently became the Boston outlet for ABC. Nona was born in the market she now sells, just across the river at Cambridge. She didn't begin as a saleswoman, however. The stage bit her first. She was with the Shuberts, appeared in several hits. After seven years of this she became N.E. representative for C. A. Coulter, a theatrical premium house and also for Popular Music, Inc. But in '35 she decided that radio, a comparative newcomer to the advertising field, offered the best outlet for her particular abilities, entered the sales department of WCOP. Soon, in addition to selling, she became manager of the Artists Bureau of the station. She wrote and produced professional radio shows. . . . In '43 she joined WHDH, remained there until she became regional s.m. for WLAW three years ago. She takes over her new job as the station moves into its sumptuous new quarters. She's active in charities, is mama to two, and *Mr.* Kirby is a Boston advertising man.



BY HARRY WOODWARD



THE FARMER'S NEW FRIEND

. . . For a long time *Farm Journal* has been almost a synonym for Graham Patterson. The popular, able Mr. P., (r) as president of Farm Journal, Inc., has helped to build the property into one of the front-line farm publications. Now he's moving upstairs—to be chairman of the board. In his place as president goes young, equally able Richard J. Babcock, former vice-president and advertising manager. It is a move that gives him over-all responsibilities on both *Farm Journal* and *Pathfinder*. Dick Babcock is tailor-

made for the job. He's a top-flight advertising sales manager and his new job comes to him at a time when *Farm Journal* is in its 74th year, planning to celebrate its diamond anniversary. *Pathfinder* is going great guns, too. In October it carried the largest dollar-volume of advertising in its history. Both publications are planning aggressive advertising and promotional campaigns, spearheaded by full-page ads in newspapers and business magazines. . . . Dick Babcock now takes over. Upstairs, watching with a fatherly eye, is Graham Patterson.

West's Formula For A Bang-Up Demonstration:



1. THE STORY IS DRAMATIZED . . . West salesman lets prospect get a good look at his floor covering kit . . . hands him a treated sample that matches flooring in his office . . . explains how the same sealer will give life to his floor.



2. LIGHTS A CIGARET . . . burns treated panel . . . shows how easily spot wipes away . . . has prospect strike a sample with hammer . . . points out that he can dent the finish but it won't flake . . . asks him if his floors can take same punishment.

Show-and-Sell Drives, Sparked by Contests, Mine Pay Dirt for West

Behind the "Show-How" is a program for improving the "Know-How." It was developed by inducing the salesmen to pool their best sales ideas, then using the results as the basis of training. It is opening thousands of new accounts.

Continuing sales contests . . . four a year . . . are getting fast results for West Disinfecting Co., Long Island City, N. Y.

. . . They're the spark behind a demonstrate-and-sell program that increases sales, ties in strongly with national advertising, provides the chassis around which a standardized training program is being built, lifts morale of the sales organization.

West salesmen like the program because they are largely responsible for it. Their ideas are used to provide techniques that get the maximum out of their selling efforts. New accounts opened on contest products are running far ahead of the normal growth for the company.

Before the program was launched West management had several tough problems it was unable to solve.

The company makes a highly diversified line of sanitation products including soaps and soap equipment; floor maintenance products, sealers, cleaners and waxes; disinfectants; cleaners; insecticides and insecticide equipment; germicides and sanitizers for personal protection.

Out of 60-odd branch offices more than 300 salesmen travel throughout the United States and Canada. Their compensation is commission only, and they pay their own expenses.

All West products require specialized selling in a wide classification of places: schools, hospitals, factories,

offices and office buildings, hotels, restaurants, stores, automobile showrooms and service stations, public places, Army, Navy, Marine and Air Force bases, to list just a few of the places.

West has had the same problem of turnover in salesmen as have most other large companies that sell on a national scale. "Training new salesmen to sell such a wide variety of products was one of our most difficult problems," says William Flatow, Jr., assistant to the general sales manager. "So much so that we had to do something about it . . . and fast. We just couldn't continue to invest money in a question mark—sending a man out not knowing whether he would be a success or not."

Territorial variance in product volume was very marked, Mr. Flatow points out. Each district manager had his own way of briefing new salesmen before they were sent out

**Based on an interview by A. B. Ecke with
WILLIAM FLATOW, JR.**

Assistant to the General Sales Manager, West Disinfecting Co.



3. **GIVES A CLOSEUP COMPARISON . . .** lets prospect examine unfinished sample through magnifying glass . . . points out how spongy it is . . . lets him examine treated sample with pores closed up . . . emphasizes how clean it can be kept.

4. **ASKS PROSPECT TO CHOOSE SPOT** in his building that takes tough traffic . . . washes it down with a West cleaner . . . while it dries . . . explains importance of preparatory cleaning, thus getting plug in for West's companion products.

5. **MAKES TEST . . .** applies thin coat of sealer to test area . . . asks prospect: "Ever seen a finish that's easier to apply?" Buffs area lightly . . . applies another coat . . . then tells him that the area is ready to resist traffic mars.



6. **NOT AFRAID TO GO ALL OUT . . .** he asks permission to do an entire floor somewhere in building . . . procures sanding machine so that first-rate demonstration will result . . . a little extra effort convinces a reluctant prospect.

7. **IF IT'S TERRAZZO . . .** he uses Terrazeal for his demonstration . . . points out how the beauty of the floor is enhanced . . . pours ink or iodine on finished job . . . shows how it can be cleaned without leaving stain . . . tests patch for skidding.

8. **WINDS UP WITH BANG . . .** shows sample kit again . . . explains comprehensiveness of complete line of sealers and finishes . . . uses testimonial letters . . . leaves literature, samples . . . gets trial order . . . plans a return visit.

into the field. Some territories did better than others, but generally West salesmen concentrated on only those products they found easiest to sell and neglected those which they found difficult to sell. It was only natural that they should call on the people they liked personally in the places they liked, avoiding those they didn't like. For example, one sales-

man would like to call on schools and could successfully sell school management. Another salesman in another territory would not call on schools because he didn't feel at home with school authorities and didn't know how to approach them. The result: He wasn't getting the school business in his territory.

"In other words," says Mr. Fla-

tow, "our line of products was not exploited in all the territories. The full line was not being sold in all the places where the products are needed. The problem was one that had to be solved if we were to get our share of the business in all the fields where our products can be used—and they're endless."

The first step to solve the problem



A President's Letter To a Junior Sales Executive

(A young man with ambitions to advance to a sales manager-ship gets a heart-to-heart message from the front office. Morris Pendleton, president of Plomb Tool Co. tells what it takes to win—and hold—the top sales job in an aggressive growing company.)

Dear Bill:

The last time I was in your city you made the comment that you had your eye on Frank's job. That is good. He would be the first person to agree with you. I hope that three or four people have their eyes on my job, because I can't be president of this outfit forever.

When a junior executive has his eye on a senior executive's job, then he naturally must be planning how he can realize his ambition. Such ambitions are sometimes realized by nepotism, sometimes by purchase of stock. Neither of these principles operates in this company.

Usually, and most satisfactorily, a junior executive advances because he has learned to operate in the position he is occupying in a manner that will qualify him to fill the bigger job, when the bigger job is open. This is the way you should plan your life.

The chief sales executive in this company must be on the road at least half the time. It is not a "chair-borne" job. A treasurer's job can be; a sales executive's simply cannot be. On this basis, you do not yet qualify because of your spending the greater portion of your time in your office, and because when you do make a trip, you do not cover the places which should be covered along the line. You can correct this by altering your personal schedule, which I hope you do on your own initia-

tive, and not as a result of special instruction by Frank or Jack.

A principal sales executive must give meticulous care to his correspondence. When he makes calls on accounts where matters need to be recorded, a memo should be prepared about that account, and copies furnished to parties concerned. A lot of summaries should not be in one report. When you do make your trips, we either do not get the results of your findings, or they are run together in a sketchy manner. In this area you can improve substantially, and are gaining.

A principal sales executive must have a "fighting heart." He must place objectives above everything else in the world, except his family, and in numerous cases, above their interests. It is a 24-hour-a-day job, with time out for eating and sleeping. Many an executive is on the job half an hour to an hour before his office force gets there to get his day organized. I find that sales executives principally, and production executives next, are usually the last ones to leave the place. . . . There is always something more to be done.

I have noticed that sales executives frequently carry their brief cases home, and many of them have dictating equipment at home. There are just lots of ideas that can be developed when you are busy with your microphone in your hand, and when you are working at your desk and you are not

was taken about a year ago. West district managers received a letter from J. A. Manley, general sales manager, advising that a supply of entry blanks for a Success Story Contest was being forwarded to them. The district managers were asked to distribute them among their salesmen. Here's what the salesmen were asked to fill in on the blanks:

Name of product

Prospect's name, title, company, address, city and state

"Here are a few hints which may or may not pertain to your particular success story. Give as much information as possible. Tell us how you

"... planned your presentation

"... met the prospect's unwillingness to witness a demonstration

"... actually demonstrated the product

"... proved West's product to be better than a competitive product being used

"... met the old question of com-

petitive prices

"... met the answer to 'We aren't ready for it now.'

"... closed the sale

"... other remarks."

Thirty cash prizes were awarded for the best answers, ranging from \$25 to \$5. Response was excellent. Entry blanks poured in from almost all the salesmen in the United States and Canada—providing West management with a wealth of information on successful selling techniques.

otherwise bothered, which do not get into execution when you handle your job as a 9:00 to 4:30 proposition.

I think you are gaining in this respect, Bill, but I don't think you have yet developed that "fighting heart" sufficiently to cause you to grind out the work and to watch over the minutia, and to do the analysis and the study and the figuring, and all that goes with the responsibilities of your job. When you have grown to fully occupy your job, then you should be looking for new worlds to conquer.

A growing executive carries the ball to his superiors, asking their decisions and guidance on this and that project, and doesn't wait for them to needle him on projects that he should be working on. Without being petty or going into references ad infinitum, you full well realize that during the past 12 months, both Frank and I have repeatedly prodded you on all manner of projects. You should have been thinking about two or three alternatives, and asking "which one," rather than allowing yourself to get into the position of having me, Frank, and I am sure Jack also, prodding you about why this, that, or the other thing wasn't accomplished. Just one instance—the call report situation. You realize that you are a year late putting your trolley pole on that wire, to get the energy out of that program which you can turn into propulsion for your electric train.

The growing executive co-ordinates with, and is continually on the alert for, opportunities to co-operate and co-ordinate with other activities within the corporation. The growing executive watches out for opportunities to demonstrate his desire to cooperate, asks others of greater experience for advice and opinions, takes advantage of the "know-how" elsewhere. Apropos of these comments, I am thinking of the problems that we have had in developing your whole-hearted desire to check here on advertising, and cooperate with export, and I am thinking of whether or not you have sought an opportunity to attend one of Fred's sales meetings with a big wholesaler, to see how he does it so successfully. I know you have heard him a time or two at zone managers' meetings, although on one occasion I recall that you absented yourself while he was making his particular pitch. This is minor—it's the major premise I want you to think about.

Growing executives read the current business press extensively. They attend trade fairs, conventions, meetings, exhibits, etc., find out what the merchandising programs of potential customers, such as oil companies, etc., are, and inform themselves as to what is going on. Having received all this information, they, in turn, capsule it, and then carry it to their superiors to get further judgment as to which items are of importance, and which are not, and where we can get the juice out of the lemon.

Growing executives take advantage of management's willingness to promote and develop new and expanded lines of activity. You recall we have urged you to develop a meticulous recommendation as to specifications and all that goes with new lines. This covers careful analysis of comparative specifications, comparative prices, comparative sales angles, etc., and boiling all of them down into a concrete recommendation which can be a dependable basis for the appropriation of money by the corporation for equipment, dies, work-in-process, and all the other things which are required by an expanding line. We will naturally await, with interest, your findings and your recommendations.

The growing executive does not delay in making personnel changes in his command which are indicated as being necessary. A growing executive can grow only as he surrounds himself with executive talent. There are three places indicated in your board that are long overdue for correction—one of which is in your particular department.

Please construe this letter, Bill, as a challenge and not necessarily as a criticism. It is a philosophy of management that has paid off for the companies whose growing executives practice it. It has paid off for those executives who have put it into practice.

I hope you are ready one of these days to go after a much larger responsibility. You can demonstrate your desire by your accomplishments.

I can well remember when you started as a cub sales manager. You have come one hell of a long way since then. Because you have made such progress, and because I am so anxious to have you move faster, farther, quicker, I have written you with candor.

Sincerely,
M. B. P.

These success stories were the foundation material for the sales information on "The Best Sellers Series" that followed. Each one was a contest on a product or group of products.

West has already run four contests during the past year, each one running for three months. For each contest only one West product (or group of related products) is selected to concentrate on:

How to Make Westone (which is

used for dust control) a Best Seller

How to Make Lan-O-Kleen (double-action hand cleaner) a Best Seller

How to Make Kwykwax (floor finish) a Best Seller

How to Make Floor Finishes Best Sellers

Demonstrations and sales tools are musts in selling West products . . .

From the valuable information received from the original Success Story Contest, West management has prepared a series of demonstration

folders. Before a contest is opened each salesman receives a demonstration folder covering everything there is to know about the product selected for the salesmen to concentrate on during the contest period. He also is given the tools to make the demonstration a success. The folder carries the Show-How . . . Know-How . . . Who-to-Show-and-Sell keys to more profitable sales.

Contest points are awarded on the basis of only new business received

during the contest period. New business is considered either a sale to a new account or a sale of the product to an old account that has never used that particular product.

And this is what pleases West salesmen no end: Points may be surrendered for prizes at any time or may be accumulated during future contests. By accumulating contest points, more valuable prizes may be won, depending on the amount of new business acquired. A salesman may want to accumulate points for a prize he wants to give to his wife for her wedding anniversary present, or birthday or Christmas present.

Each salesman is given a copy of a prize catalog which he keeps. In it are pictured a wide variety of prizes from wrist watches to refrigerators. Orders for merchandise are checked by the branches, then sent directly to the home office for processing. Each catalog point is equivalent to one West contest point.

All shipping costs and state taxes (where applicable) are borne by West. Items subject to Federal Excise Tax have that tax included in the point value. Withholding taxes are deducted from the salesman's pay check after his selection of merchandise. This is a requirement of the Federal Government. In each case of price changes, the salesman is advised either (1) to choose another prize or (2) that he has a credit of points.

The Show-How Keys

What's in the demonstration folders and how are they used?

Each one contains the Show-How . . . Know-How keys to more sales of the West product the salesmen are to concentrate on during a contest period. For example, the demonstration folder for the West floor finishes contest now in its final month, "How to Make Floor Finishes Best Sellers," like all folders in the series, is based on actual field experience of West salesmen throughout the United States and Canada. It gives the salesman all the information he needs to make convincing demonstrations of West sealers and finishes for floors. The suggestions for selling cover every West floor finish.

As a guide to adapting the product to the problem there is a review of the individual properties of each finish under the Know-How section and a chart of common flooring surfaces and coverage figures for the sealers and finishes described.

To help the salesmen get permission to demonstrate to a prospect, up-to-date testimonials from customers now using West floor finishes are

included—letters from boards of education, service stations, laundries and dry cleaners, retail stores, hotels and restaurants, hospitals, insurance companies, floor associations and others.

To add prestige to the sales message there are reprints of national advertisements. The salesman uses them to point out that his demonstration claims are supported in the pages of such magazines as *Business Week*, *Purchasing*, *Factory*, *Plant Administration* and many others going to different classifications of readers: "More than 1,275,000 advertisements on the products described in the folder are going out to influential people in the United States and Canada."

Sales Tools

Booklets in the folder are used by the salesman to convince his prospect during his sales presentation. They are left with the prospect as a reminder of the salesman's story. There are circulars for each type of West sealer and finish.

Sample labels add conviction to the salesman's presentation. When making a demonstration he pulls out the label that corresponds to the sealer or finish he uses. He asks the prospect to check it as he puts down a test patch. He points out that Federal law insists on strict accuracy of every statement printed on it.

Show-How tools and companion products—very important to West selling—are graphically shown.

At the same time the floor finishes demonstration folder was sent to the salesmen, a demonstration kit was sent to them. It contains actual flooring samples which have been treated with West products. This is the salesman's "big gun" in making a convincing demonstration. Even though he plans to demonstrate only one West sealer or finish, he lets his prospect get a good look at the complete kit. (See page 88.) He impresses him with the scope of the West line, and with his ability to solve his customer's floor problem with a specially-formulated product.

One of the most helpful features of the folder on floor finishes is the Know-How and Show-How section. This pictures and describes how to use the kit in making a demonstration.

There is a section advising "Who to Show and Sell" West floor sealers and finishes.

On the back cover is an Idea Exchange, and this is perhaps one of the most popular sections of the folder. It is included in all demonstration folders put out by West management. West salesmen from all over

the United States and Canada contributed to it when they supplied the information for the "Success Stories."

West salesmen are using the suggestions in the Idea Exchange in a big way because they know they've been tried by other salesmen who are fighting the same battles, and that they've been successful in building sales volume. For example, a West salesman in Boston sent this suggestion for the Idea Exchange for the demonstration of Westone (for dust control):

On the Cuff: When a big-time Westone demonstration is scheduled, ever think of wearing a white shirt with overlong sleeves (say 35 inches instead of regular 32)? Prospects watch pop-eyed when you rub one cuff on untreated floor or furniture, and rub the other cuff on a Westone-treated section. It's proved worth the laundry bill in extra sales.

And here's one from a Birmingham, Ala., salesman:

Invariably, when a visiting coach brings his team to play in one of the local gyms, he admires the floors and inquires what is used on them. Mr. S. informs me of this and I follow up by visiting the coaches mentioned. As a result, I've been successful in having Lastinco used in most of the schools in the county.

Each contest is backed by national advertising. Fourteen national magazines are used, with a total circulation of 429,499. Material used in the contests and the advertisements are prepared by G. M. Basford Co.

Training Is Standardized

Now . . . just how are the demonstration folders used to build a standardized sales training program? The training problem for West management: How to enable the district managers to present the same uniform and complete product story.

The demonstration folders are now used as textbooks by all district managers. They like them because they supply the "how-to-do-it" material. In them is tabulated, from the experience of the salesmen themselves, the answers which are most successful in solving their selling problems.

"The material in the folders," says Mr. Flatow, "instructs and inspires as nothing else we have tried has, because it comes from the firing line. It is a personal thing to our salesmen, and they take pride in what the folders have to offer. It shows the step-by-step process through which a demonstration and sale develop."

West management is pleased with the results in increased sales. On one product alone sales were upped 197% during the contest period. Mr. Flatow estimates that by the end of the floor finishes contest the salesmen will have opened some 3,000 new accounts on floor finishes alone.



HOW *Radio-Relay* WORKS

The microwaves used for telephone transmission travel in a straight line. So relay towers, like those shown, are usually built on hilltops, averaging about 30 miles apart. Each tower picks up microwaves from its neighbor, and with complex electronic equipment amplifies and focuses them like a searchlight, then beams them accurately at the next tower. And hundreds of Long Distance telephone calls ride the beam at the same time.

New skyway spans nation with words and pictures

BELL SYSTEM *Radio-Relay* BUILT FOR LONG DISTANCE CALLS AND TELEVISION

There's something new on the national horizon! Bell Telephone construction crews have completed the last link in a coast-to-coast *Radio-Relay* system that is unique in all the world. Today, communications ride on radio microwaves, flashed through the air from tower to tower.

It was an historic event in 1915, when wires first carried the human voice across three thousand miles of mountains and prairie. By 1942, telephone messages

were carried across the United States by another means — cable, both underground and overhead. And now comes *Radio-Relay* to supplement wire and cable!

The new system is already in use for Long Distance telephone service and coast-to-coast television. This new skyway helps make America's vast communications network even stronger and more flexible. And it could hardly happen at a better time. The demands of defense are heavy and urgent.

BELL TELEPHONE SYSTEM





SERIOUS BUSINESS: Older salesmen might learn from performance of youngsters. Here, a lad, having shown prospect the simple operation of a toaster, now gives her product detail.



HOMEWORK: Teen-age salesman-to-be masters the sales points on a Proctor toaster while company representative obtains consent from his mother for him to enter Barker Brothers' Kid's Day Event.

Teen-Age Salesmen Star in Proctor Kids' Day Promotions

Based on an interview by Terry Armstrong with

WALTER M. SCHWARTZ • President, Proctor Electric Co.

Proctor Electric Co., Barker Brothers store, and other appliance manufacturers test an idea for building traffic by letting youngsters do the product demonstrating. Customer votes determine the winner of a \$100 scholarship award.

The lady accepted the proffered piece of toast and as she nibbled at it her expression of amusement gave way to one of rapt interest as the demonstrator—step-by-step—pointed up the advantages of the Proctor Custom Toaster.

It was her first contact with a teen-age demonstrator. It was 14-year old Walter Roman's first experience as a bona-fide sales representative of a nationally known manufac-

turer. Young Roman and seven other teen-agers in the electric appliance department of Barker Brothers, Los Angeles, were working hard to earn their \$8-a-day salary (gift award), but most of all to win a \$100 scholarship fund (in Savings Bonds) in the "Best Salesman" contest.

Here was the kick-off—the initial test—for the Kids' Day Promotion Program evolved and piloted by Proctor Electric Co., Philadelphia—

a promotion idea providing for participation of other progressive appliance manufacturers in selected major outlets.

Kids' Day at Barker Brothers drew about 500 shoppers to the appliance department. Normal traffic on an average Saturday is about 50. Each lad had a sales quota of approximately \$100, and all eight made it. Quotas were governed by the retail prices of the appliances demonstrated. For example, the boy who demonstrated a product in the \$25-price bracket had to sell at least four units.

This premiere confirmed Proctor's belief that a novel promotional vehicle which emphasized youth would not only have a distinct "box office" appeal but would serve to:

1. Attract an audience predominantly of parents—those most appre-

Want to do something about the high cost of selling?



Maybe your Production Manager has the clue

If you think *sales* have mounted, just look at what the poor Production Manager has been up against with the rising costs of labor and materials.

How's *he* going to get costs down?

You know the answer. *Chiefly by improved mechanization*: by making it possible for each high-priced pair of hands in his plant to produce more.

The Sales Manager has the same sort of opportunity to reduce sales costs

The Sales Manager can apply the mechanization principle to producing orders. He can make it possible for each salesman, each jobber or dealer or distributor, to produce more.

How? Let the printed word do more of the *telling* in selling so the salesman can use more of *his* costly time for *closing*.

Direct mail, publication advertising, catalogs, handbooks, films, radio — *all* means of transmitting sales information to prospects and customers — are the Sales Manager's tools.

Even small gains in the better use of those tools bring great improvement in the efficiency of sales production and sometimes open up wide areas for cutting unit sales cost.

**You take one step at a time;
one product at a time;
in one market at a time; like this:**

1. Review *all* the specifying and buying

influences, including those who are hard for your salesmen to reach. (Do you *know* them all?)

2. Find out the viewpoints, prejudices, and confusions that cloak your product in the minds of your customers and prospects. (Do you *know—for sure—what* they think and *why* they think it?)

3. Determine *what to say, to whom, and how often*, to improve those viewpoints and to reduce the prejudices and confusions that obstruct low-cost selling.

4. Select the *tools* to use for saying what needs to be said (booklets, magazines, direct mail, or any other mechanical means of transmitting ideas or information).

That's how to get the kind of advertising that helps cut sales costs

"'Ditch-Digging' Advertising," we call it. First it digs out what your prospects want to know before they'll buy; then it rolls up its sleeves and digs for sales in the most fertile fields for your product.

This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how "'Ditch-Digging'" Advertising works to boost sales for any product that's worth its price, just let us know where and when.

The SCHUYLER HOPPER Co.

"'Ditch-digging' advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N. Y. • LEXINGTON 2-3135

ciative of the labor and time-saving features the latest appliances have to offer.

2. Create immediate sales and a hot prospect list for future sales for the dealer.

3. Enhance consumer-dealer-manufacturer relations.

Furthermore, it should be pointed out, the program is designed to: (1) acquaint teen-agers with the possibility of selling as a career; (2) help financially toward the continued education of one ambitious boy at each Kids' Day event.

The Kids' Day idea took some extensive pre-planning. R. H. Dewalt, western regional manager, and Dorothy Huse, West Coast "Mary Proctor," and the entire regional sales organization were called upon to cope with a variety of problems. And full credit is given to the enthusiastic cooperation of Barker Brothers, participating manufacturers, and the city's educational authorities. In the case of Barker Brothers' promotion even the cooperation of the Los Angeles Department of Power and Water was enlisted.

Barker Bros., choice for the tryout, is known on the West Coast as a reputable, quality store. It specializes in home furnishings and housewares and the merchandising manager of the appliance division, John Stang, is promotion-minded.

To crystallize the proposition a letter covering all main features and allocated costs of the program was sent to Mr. Stang. Because Kids' Day was Proctor's idea, the company assumed major responsibilities to assure its success.

Here is the breakdown of the project as it was set down in writing:

PROMOTION:

1. **Live demonstrations** of Proctor products and four or five other non-competitive products of other appliance manufacturers by young people of junior high school age. These young people to be selected from five or six different schools in the trading area.

2. **Window displays:** Feature the Kids' Day theme with blown-up photographs of each participant.

3. **Advertising:** Suggested copy material attached. Costs shared equally by participating manufacturers.

4. **Costumes and floor displays:** Chefs' hats and aprons for each participating student. Demonstration booth or table for each product demonstrator. Cards throughout the store announcing the event.

5. **Scholarship fund:** The public will be invited to vote for the best teen-age salesman. The winner to receive a \$100 scholarship (Savings Bond) presented by Barker Brothers. This fund will be accumulated by each manufacturer providing \$10 per item demonstrated. Barker Brothers to make up any difference or balance.

6. **Compensation:** Each manufacturer will give as a "gift" \$8 to the young person demonstrating his product.

7. **Assistance:** Barker Brothers sales personnel will assist and provide moral support for each of the "Kids." Perhaps each salesperson in the appliance division could adopt a boy or girl for the day and make sure that the adopted teen-ager had a good chance of receiving the scholarship award.

8. **Sales Quotas:** Each manufacturer will set up a reasonable quota for his "junior rep's" sales. Should he make that quota, the lad takes home the appliance he demonstrated. This cost to be absorbed by the manufacturer.

9. **Time of the event:** Preferably a non-school day.

The company included the following statement in its covering letter:

PROCTOR WILL:

1. Contact junior high schools and locate the right "Kids" for the promotion.

2. See that these teen-agers are properly trained to sell the products they demonstrate.

3. Develop all possible publicity in the schools and neighborhoods. Arrange for displays of photographs of contestants and cards such as "Let's Win with Jim" in the schools.

4. Contact all local newspaper and business papers for possible press releases. Such a human interest story is bound to create interesting publicity. It will institute a real "first" in merchandising housewares.

5. Department of Water and Power, Los Angeles, has indicated a desire to assist in this promotional program. Proctor personnel will follow through here for all possible benefits.

Once the plans were drawn up Proctor lost no time in contacting supervisors of homemaking in the junior high schools. This was accomplished immediately because of Proctor's three years of cooperation with homemaking departments. Next, homemaking teachers in various schools were asked to help in the selection of boys who would measure

up to the requirements for the Kids' Day scholarship award.

One early problem: When it was evident that for even this "one shot" promotional effort working permits would have to be obtained for the boys, Proctor executives discovered that they had started at the wrong place—and for this reason they later had to cope with a chain of command at the Board of Education which, for a while, threatened to hold things up.

However, eight promising youngsters were chosen from a recommended group. Arrangements for the necessary work permits were made. One of the important things Proctor learned was that it was necessary to have the boys placed on Barker's payroll for a day rather than to receive their pay direct from participating manufacturers, to avoid complications with interstate commerce laws.

From this experience Proctor could set up this line of procedure for future Kids' Day promotions:

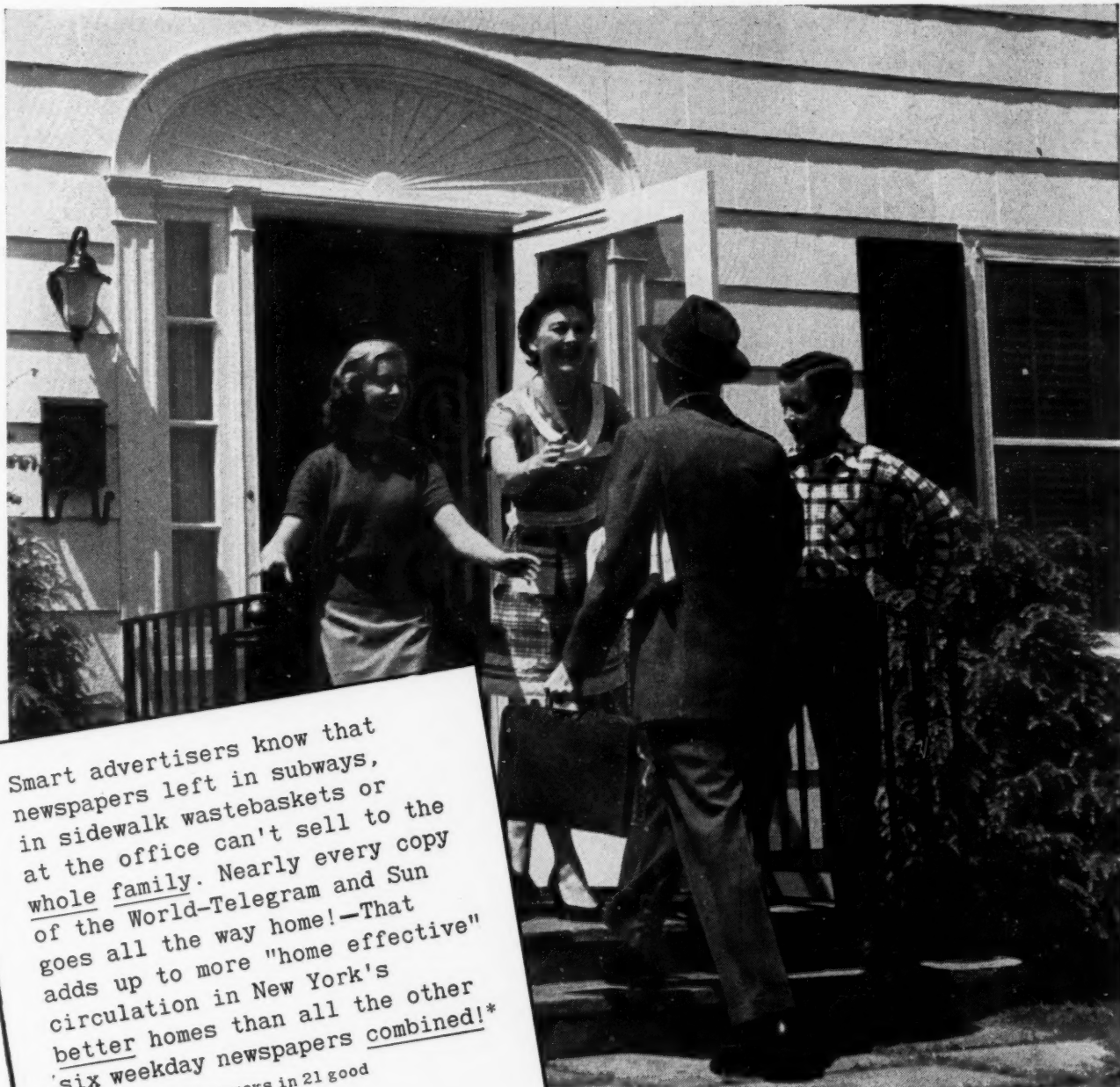
1. Go to board of education authorities first and talk with them personally. Approach them on the basis that the program is a sales training or workshop project rather than a day of work.

2. Have the youngsters placed on the department store's payroll for Kids' Day prizes and compensation. In arranging for participation by



92%

of all World-Telegram and Sun
copies sold, are brought home* —
where buying decisions are made.



Smart advertisers know that newspapers left in subways, in sidewalk wastebaskets or at the office can't sell to the whole family. Nearly every copy of the World-Telegram and Sun goes all the way home!—That adds up to more "home effective" circulation in New York's better homes than all the other six weekday newspapers combined!*

*According to surveys in 21 good residential areas.



... A Member of the Family!

125 BARCLAY ST., NEW YORK 15, N. Y.

Or Scripps-Howard General Advtg. Offices • 230 Park Avenue, New York City • Chicago • San Francisco • Detroit • Cincinnati • Philadelphia • Dallas

OCTOBER 15, 1951

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.



WILLA MONROE
One of
WDIA's
many famous
personalities

TIDE
Joins the Swing to
WDIA in Memphis

WDIA completely dominates in selling the 44% Negro segment of Memphis' 394,000 population... economically reaches and sells a total of 489,000 Negroes in WDIA BMB counties. The 5 other Memphis stations split up the white audience.

Tide now uses WDIA as do each other QUALITY advertisers as Lucky Strike, Kellogg, Ipana, Super Suds, Porex, Sealtest, Arrid, Bayer Aspirin and Calumet. The Hooper below shows why WDIA is a GREAT BUY. Write for full details.

HOOPER RADIO AUDIENCE INDEX											
City: Memphis, Tenn.		Months: July-Aug. 1951									
Time	Sets	WDIA	B	C	D	E	F	G	H	I	J
M-F 8AM-6PM	13.3	23.5	22.7	17.9	14.8	10.8	5.1	3.7			

MEMPHIS WDIA TENN.
John E. Pearson Co., Representative

other home appliance manufacturers both Proctor and Barker Brothers were of the opinion that they should consider only top-brand, non-competitive products — products which would lend themselves to this type of promotion. It was necessary, too, to confine selection to those companies that had co-op advertising funds and were willing to make an outlay for this type of promotion.

A Teamwork Setup

The products and brands found available and suitable were:

Iron: Mary Proctor Never-Lift Steam Iron

Toaster: Proctor Custom Crisper Toaster

Mixer: Hamilton Beach

Blender: Waring

Roaster: Westinghouse

Broiler: Broilking (International Appliance)

Coffee maker: Farberware Coffee Robot

The advantages of working with top brands is obvious. The program can be staged with confidence because of the knowledge that all brands can carry their own weight and help to insure the success of the Kids' Day event.

The extent of Barker Brothers' enthusiastic cooperation and contribution to the program is revealed in a letter which Mr. Stang sent to the West Coast representatives of the participating manufacturers:

We appreciate the fact that you are cooperating with us on our "Kids' Day" promotion. We sincerely believe it is unique and bound to be successful.

In order to assure its success and to take advantage of all possible publicity, we have made the following arrangements:

We are going to have a special breakfast at the Pig'n Whistle on 7th Street, across from Barker's at 8 A.M. next Thursday. All the youngsters will attend. All newspaper and business paper representatives will be invited. All the salespeople who will adopt the teen-agers for the big day will be on hand. Photographs of the "Kids" and their corresponding products will be taken for use in newspaper advertisements and for publicity purposes.

This breakfast was arranged for several reasons:

1. The "Kids" will meet the people with whom they will work. They will feel much more at ease and we can determine that each will be on hand for the big event.

2. A drawing will be made to determine which "Kid" demonstrates which product.

3. Day's sale quota can be set.

4. You can see to it that your "Kid" is properly trained.

We feel this breakfast is very important. Please advise us whether you or a qualified representative of your company will attend.

Another important preliminary was the appearance of the teen-agers on Barker Brothers' TV program, "Design for Living" over KTLA on the Thursday evening preceding the event.

As final preparations began to jell Mr. Dewalt and Mrs. Huse saw to it that each boy was contacted by telephone no less than six times during the days just preceding this promotion. Care was taken to keep the parents of the participants informed as plans moved forward. Mothers of the lads were invited to attend the special breakfast arranged by Barker Brothers.

Youngsters Take Initiative

In the meantime, the youthful candidates for the scholarship award were indulging in some lively promotion of their own. With the assistance of his mother, young Walter Roman wrote a special bulletin and mailed it to friends and neighbors:

Dear Friend:

See me on television KTLA at 7:15 P.M.

Vote for me personally at Barker Brothers' Electrical Appliance Department, 7th floor. See me demonstrate the beautiful Proctor Custom Toaster all day Saturday. Your vote in the "Best Salesman" contest will enable me to be eligible for the scholarship award.

Teen-ager Ruben Simonian had help from Paul Bradner, Westinghouse West Coast representative, in the preparation of his mailing piece to neighbors:

KID'S DAY

When: Next Saturday
Where: Electric Appliance Department
Barker Brothers
Who: Ruben Simonian

Come on down and watch 15-year old Ruben Simonian bake cookies. Ask him for his famous Recipe-of-the-Week. There will also be many other attractions throughout the day.

Cast your vote for Ruben and his Westinghouse Roaster.

P.S. Ruben will be on Barker Brother's TV show this Thursday.

Barker Brothers' enthusiasm over the Kids' Day premiere was confirmed in a letter to Mr. Dewalt in which Mr. Stang expressed the management's intention of repeating the Kids' Day promotion during the current school year.

Impact of the premiere on mer-

SALES MANAGEMENT

Doing business without advertising is like winking at a girl in the dark. You know what you're doing but no one else does.

—The Salesman's Treasury
Edited by Lawrence Lariar

chandising circles was soon evident. The attending publicity led other leading stores to consider a Kids' Day for their own establishments.

A few days after the Los Angeles tryout the housewares buyer and the promotion director of Bon Marche, Seattle, contacted Barker Brothers for information on the project. Barker Brothers turned the request over to Mr. Dewalt who promptly made available to Bon Marche the complete story and revealed how the obstacles which beset the original experiment could be avoided.

Guided by a veritable blueprint, Bud Davis, Proctor's Seattle district manager, and the store's management promptly arranged for the participation of the makers of these branded products:

1. Nesco Products: Roaster and Casserole
2. Dulane Fryryte: Deep Fat Fryer
3. Universal: Electric Iron
4. Dormeyer: Mixer
5. Arvin Products: Waffle Baker
6. Proctor: Toaster
7. Proctor: Mary Proctor Steam Iron

Here again results exceeded expectations. There were more than 1,500 votes cast at each store, making a total of over 3,000 votes. The teenagers had a wonderful time of it. The lad who demonstrated the Dulane Fryryte won first prize and the boy who demonstrated the Proctor Toaster won the second prize.

Another test was made in Shreveport, La., when Proctor assisted Southern Building Supply Co. and the McLatur Appliance Co. in featuring Kids' Day promotions for that city. The teen-age demonstrators received the appliances they demonstrated—contributed by the participating manufacturers. In addition, they each received an award of \$10 from the retail outlet in which they tested their selling ability.

All four stores, representing widely separated markets, want a "return engagement." This is what is prompting Proctor to plan for promoting the Kids' Day idea in other major cities.



Almost 70 Years Ago...

Almost 70 years ago my father, Dietrick Lamade, published the first issue of a weekly publication called GRIT. Considering the trials and tribulations to which his scant capital of \$150 subjected him, I've always thought the name was singularly apt and fitting.

However he kept at it. He saw the circulation spread beyond town, county, and state lines until, by the hundreds of thousands, it flowed into all corners of the country. His sons took over for him eventually, and now his grandsons are working into the business.

Unless you have lived in a Small Town, very likely you've never seen a copy of GRIT. Primarily GRIT is a Small Town news weekly.

It has other purposes, too, but first and foremost it brings to intelligent, substantial Small Town men and women an accurate, clear digest of what's going on, nationally and internationally. In this respect, it does the same kind of a job as *Newsweek* and *Time*. (Apparently GRIT does this more to the Small Towns' liking than the other two, since its circulation in towns of less than 2500 is greater than theirs combined).

In addition there's a household section for housewives, comics for the youngsters, fiction for the grown-ups—and a very healthy, sturdy spirit of Americanism all through.

If you manufacture and sell anything that Small Town people buy and use and buy again (and that's almost *everything*) I think you'll want to know more about GRIT's influence with over 650,000 American Small Town families. May I send you some recent issues? They will show you why GRIT is such favored reading matter—in its advertising columns as well as its editorial pages.

George H. Lamade
President



WILLIAMSPORT, PA.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

PICTORIAL REVIEW

IS THE ONE SUNDAY MAGAZINE

WHICH LETS YOU CHOOSE YOUR MARKETS



CONCENTRATE . . . Select those markets where your sales opportunities are richest. Take advantage of the unique flexibility of PICTORIAL REVIEW. Only PICTORIAL REVIEW lets you buy without penalty from 1 to 10 of America's big-profit Sunday Magazine Markets to fit your advertising exactly to your separate market sales plans.

America's Top Artists And Writers Put Exceptional Sales-Pull In Pictorial Review

... The One Sunday Magazine You Can Use For Mass Selling In Single Markets

★ PICTORIAL REVIEW generates an exceptional sales-pull on its readers for your products or services.

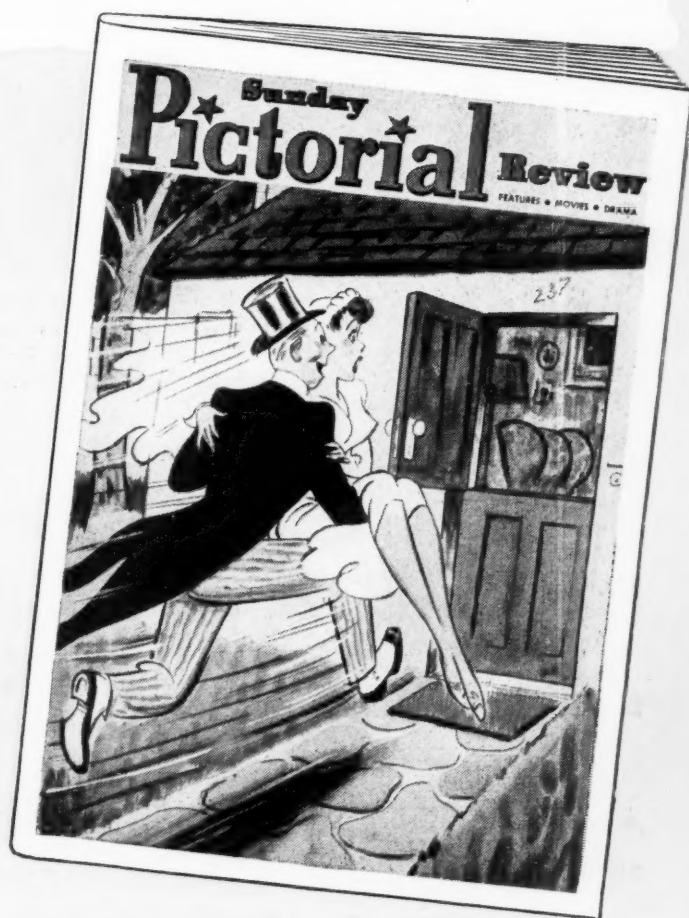
★ One fundamental reason is that this unusual Sunday Magazine is rich in "mental meat" for the average man and woman.

★ Tying its vast audience tight to its pages issue after issue is a star group of sparkling, provocative essays, short stories, humor, cartoons by America's top artists and writers.

★ Issue by issue, too, PICTORIAL REVIEW keeps reader-interest whetted keen with all the national and local news of the movies, the theater, all show business. Criticisms. Gossip. Advertising.

★ It will pay you handsomely to power your advertising with PICTORIAL REVIEW'S deep and persuasive reader-interest.

★ Why not put PICTORIAL REVIEW on your schedule soon ... and see?



Total 10-Market Circulation Takes Your Advertising To More Than 6,000,000 Families With The Sunday Issues Of

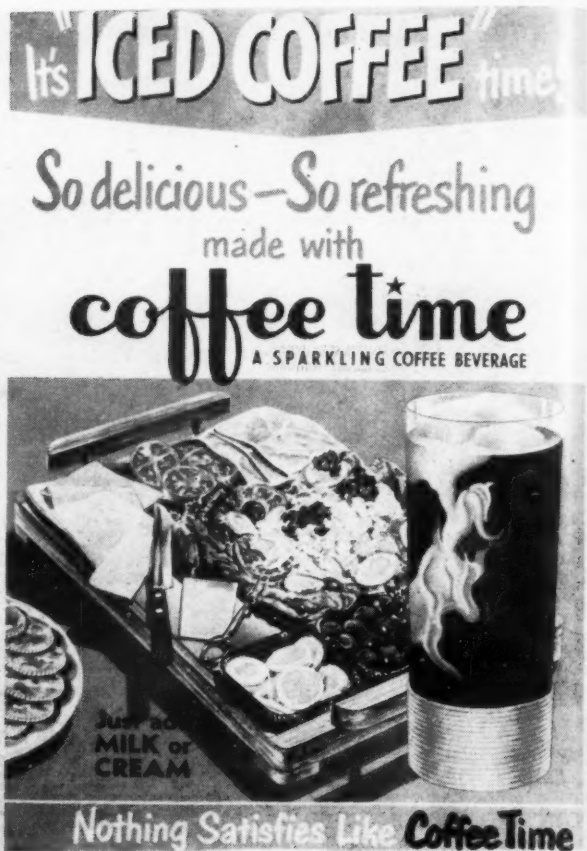
CHICAGO HERALD-AMERICAN	•	BOSTON ADVERTISER
NEW YORK JOURNAL-AMERICAN	•	BALTIMORE AMERICAN
SAN FRANCISCO EXAMINER	•	DETROIT TIMES
LOS ANGELES EXAMINER	•	MILWAUKEE SENTINEL
SEATTLE POST-INTELLIGENCER	•	PITTSBURGH SUN-TELEGRAPH

Advertising may be bought nationally, sectionally, or by individual markets. Any combination of three or more papers earns you a group discount.

HEARST PUBLICATION • Represented Nationally by HEARST ADVERTISING SERVICE



IT CALLS FOR A PARAPHRASE: "My Time Is Coffee Time." Herbert A. Soble (left) and Rudy Vallee, president and executive vice-president, respectively, of Coffee Time Products, are in the headlines in the soft drink industry. They're awaiting results.



NEW PRODUCT, NEW MERCHANDISING IDEA: Four-color posters with strong appetite appeal, suggesting iced coffee made with Coffee Time, helped to stimulate sales among thousands of new customers in the New England area this summer. Volume continues to climb.

"Coffee Time" Is a Smash Hit; National Distribution Coming

BY BERNARD G. PRIESTLEY

A new carbonated coffee beverage introduced in Boston on January 26, 1951, is already solidly entrenched in New England, is on its way in the big New York market. It's the brain-child of Herbert Soble, a man who loves his coffee.

A marketing success story in the history of the highly-competitive soft drink industry can now be told. Spending less than \$5,000 on sales promotion during the first five-month period, a new company has achieved more progress in launching a new product than many a long-established firm with a half-million-dollar campaign.

The story concerns "Coffee Time," a new carbonated coffee beverage, introduced at a press party in Boston last January 26. Three weeks later, when salesmen contacted the trade in Greater Boston, they received 70% immediate acceptance. By June 1 more than a million bottles had been sold in that area. Within another month "Coffee Time" was being sold

in practically all major grocery and super market chains in New England and in New York State.

Since then franchises for local production of "Coffee Time" have been assigned to bottlers in Manhattan, the Bronx, Brooklyn, Long Island, Newark, N. J., Providence, R. I., and other localities. Moreover, plans have been made for franchising it throughout the country. This development, according to plans, will start within the next few months and "Coffee Time," within the next year, should be under production and selling in all major markets in the country.

It all started with Herbert A. Soble, president of the American Dry

Detroit Means Business

... because

DETROITERS make more money!

Detroit has the highest median family income of any major city, according to U. S. Department of Commerce.

Where there's high income, there's big business . . . 3½-billion dollars a year in the Detroit 6-county trading area. And The Detroit News can get this business for you at lower cost because 96% of its total weekday circulation is concentrated in the same area.

The News provides 103,490 more circulation than the morning paper, and 49,180 more than the other evening paper in this rich market.

To get the most business out of Detroit, get your product story into The Detroit News . . . where advertisers place almost as much linage as in both other Detroit papers combined.

The Detroit News

THE HOME NEWSPAPER

464,940
highest weekday circulation of any Detroit newspaper

571,757
highest Sunday circulation in Detroit News history

A. B. C. figures for 6-month period ending March 31, 1951

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

OCTOBER 15, 1951

The most frequently quoted business publication in the world?

That's what many say about The Wall Street Journal. Frankly, we don't know. We do know that The Journal's contents get a wide distribution—not only among the 211,233 subscribers in all 48 states, but also among those in the wide spheres these subscribers influence.

These decision-making executives must be well informed—and they also help keep others informed on important business developments. These readers find the editorial matter of The Journal so informative and up-to-the-minute that requests to reprint articles are made continuously. See how many varieties of businesses are represented by the originating sources of these requests, received by The Wall Street Journal in only a seven week period:

Advertising Agency
Agricultural Feed Mfrg.
Appliance Mfrg.
Bank
Building Materials Mfrg.
Business Machine Mfrg.
Cement Mfrg.
Chamber of Commerce
Chinchilla Ranch
Civic Commission
Educational Foundation
Engineering Firm
Farm Machinery Mfrg.
Housing Development
Insurance Firm
Magazine
Medical Academy
Oil Company
Paper Cup Mfrg.
Publishing Firm
Radio Mfrg.
Real Estate Board
Savings-Loan Assn.
State Department
Textile Company
Toilet Goods Mfrg.
Trade Association
University
Utility
Wood Products Mfrg.

If you advertise to business,
The Wall Street Journal should
head your list, too!

The Wall Street Journal

published at:

**New York
Chicago**

**Dallas
San Francisco**

Ginger Ale Co., Inc., the Pureoxia Co., another carbonated beverage firm, and the Moxie Bottling Co., Boston. He and some friends in the beverage business, recognizing the universal appeal of coffee as a flavor, decided to look into the possibilities of putting on the market a carbonated coffee drink.

Soon they came face to face with the problem that for many years has baffled bottlers who attempted to perfect a pure coffee soda: finding a way to prevent the coffee from fermenting the third or fourth month after the beverage is bottled.

The problem was handed to a nationally-recognized research laboratory. After four years of intensive effort, the laboratory assured the Soble group that a formula had been perfected—one which gives the proposed carbonated coffee drink a shelf-life of at least a year. Moreover, they were assured that the drink would be full-bodied and rich with pure coffee taste—unlike the coffee drinks previously created, which were merely artificially-flavored sodas.

Enter, A Showman

During that development period Mr. Soble formed Coffee Time Products of America, Inc., with headquarters in Boston. He became president of the new company. At that time Stanley Brown joined the firm as sales manager. The two men met Rudy Vallee, the famous showman, who started his career as a soda jerk in his father's drug store in Westbrook, Me. Rudy became executive vice-president of the company.

Vallee not only lent his name to the enterprise, he went to work to extol the virtues of the new drink and gave his entertainment chores second billing. With his showmanship, in addition to the publicity through the Boston press party, newspapers, wire services, magazines, business papers, television and radio stations, the new drink was given a favorable send-off.

The publicity brought inquiries from soft drink bottlers from every state in the Union and Canada. After testing the drink, they applied for franchises. But Soble-Vallee-Brown decided to move cautiously and solidly. They concentrated on a test campaign in the Greater Boston area—supposedly a difficult market for many new products to crash.

They started a widespread sampling campaign among the leaders in each Greater Boston community, extensively assisted by Harry Paul & Associates, Boston advertising agency. These leaders tried "Coffee

Time" themselves, then served it to their friends, who invariably became boosters of the new drink.

The Paul agency also devised other ways to promote the new drink. For instance, famous-name orchestra leaders, supplied with sample bottles, got radio disc jockeys to try it, with the result that it drew numerous mentions over the air. Tie-ups also were arranged with television stations, under which "Coffee Time" was given away as prizes. A few bottles to newspaper columnists brought a goodly number of favorable comments in print.

In three weeks salesmen were sent out to call on the trade: super markets and grocery chains, individual grocers, variety and drug stores. Even the salesmen were amazed when they received over 70% dealer acceptance. This was because of the fact that the stores, through the publicity, much of which named Rudy Vallee, had already received calls for the product.

Then, and not until then, came the first paid advertising. Cooperative advertisements in newspapers were launched with big stores such as Jordan Marsh Co. and S. S. Pierce Co., and with super markets including Elm Farm, Food Fair, Stop & Shop and Market Basket.

Sampling Stimulates Sales

Point-of-purchase material was employed extensively. Much of it featured pictures of Rudy Vallee holding a bottle of "Coffee Time" and catch-phrases such as "My Time Is Coffee Time," "Any Time Is Coffee Time" and "Make Your Time Coffee Time," all based on his radio theme song, "My Time Is Your Time."

Bottle-toppers, window banners and inside store banners as well as other display pieces also helped to increase sales.

Demonstrations were made in the stores for the dealers as well as for their customers. Patrons were asked to sample "Coffee Time" with ice cream, milk and cream to show the product's versatility as a mixer. Suggestions were given on mixing "Coffee Time" with various liquors—an idea carried out in contacting restaurants and night clubs, where table tents and menu-tippers are supplied.

Numerous other sales approaches were developed. For instance, small variety stores selling ice cream and soda pop but having no soda fountains, were shown how they could sell ice cream sodas by adding a scoop of ice cream to a paper cup

Busy SEATTLE

—WHERE CASH REGISTERS ARE OVERWORKED!

PAYROLLS increased by staggering defense contracts, lumber exports, shipping, manufacturing, food processing and transportation are working Seattle cash registers overtime these busy days.

Consistent, frequent advertising in *The Seattle Times*, Seattle's accepted newspaper, is the key to success in this important market of more than half a million people.

Be sure to give the busy Seattle market top priority in your advertising schedule. You reach this important market through *The Seattle Times*.

A detailed black and white illustration of a busy grocery store. In the foreground, a female cashier in a white uniform is operating a cash register. A male customer in a suit and tie is smiling and holding a box of 'Swaps' candy. Behind him, a woman in a headscarf and apron is also smiling. In the background, other customers are visible, and shelves are stocked with various goods. Signs for 'BEVERAGES', 'SPICES', 'CEREALS', and 'FLOUR' are visible. A sign for 'COOL FRESH' is also present. The overall scene conveys a sense of a bustling, active marketplace.

THE SEATTLE TIMES

The Seattle Times
FIRST IN SEATTLE

Reaches **8** out of **10** Seattle homes

Represented by O'MARA & ORMSBEE • NEW YORK • DETROIT • CHICAGO • LOS ANGELES • SAN FRANCISCO

OCTOBER 15, 1951

59



**Don't Let The Magical
"50,000 POPULATION" LIMIT
STOP YOU**

... from reaching over 130,000 consumers in the rich Pantagraph Market.

**7th LARGEST RETAIL SALES
MARKET IN ILLINOIS
\$130,849,800***

- The Pantagraph has the second largest circulation among 74 evening newspapers in Illinois.*
- The Pantagraph Market is the 2nd largest in "downstate" Illinois covered by one newspaper.*

*Copyright 1950. Sales Management Survey of Buying Power; further reproduction not licensed. Chicago excluded in all comparisons.



Represented by Gilman, Nicoll & Ruthman

8th IN THE U.S.
— MORNINGS
18th IN THE U.S.
— SUNDAYS
FIRST In FLORIDA
In Department Store Adv.

Here at the St. Petersburg TIMES we're mighty proud of this standing just revealed by Media Records First Fifty Report.

And remember, it was only a short time ago that St. Petersburg passed 100,000 population.

Again, we say to you, you can't ignore this best-read, best-advertised-in paper in Florida's fastest growing market.

ST. PETERSBURG—FLORIDA
DAILY TIMES SUNDAY

Represented by
Theis & Simpson Co., Inc.
New York Detroit Chicago Atlanta
V.J. Obenauer Jr. in Jacksonville, Florida.

filled with "Coffee Time." These stores were well supplied with display signs suggesting "Coffee Time" ice cream sodas. In grocery stores selling packaged ice cream from a freezer cabinet, display signs were put up, suggesting that housewives take home "Coffee Time" with the ice cream to make their own ice cream sodas. Favorable reactions and sales resulted from these promotional ideas.

"Coffee Time" at "Pops"

At the famous Boston "Pops" Concerts wines and beers had been sold for years. It was suggested that they serve "Coffee Time" ice cream sodas as well as "Coffee Time" by itself. The management agreed. This proved an additional revenue-maker for the "Pops," and the company.

On June 1 Mr. Soble presented the one-millionth bottle to Mayor John B. Hynes in his office at Boston City Hall. The event gained wide newspaper publicity.

Three days later the new product was launched at a press party in the New York area. Vallee was in Houston, Tex., but a direct telephone wire was arranged so he could speak with reporters individually, and have the conversations amplified for all the

people present. Then, generally, the Greater Boston promotional program was repeated.

Again "Coffee Time" caught on quickly and sales began to mount each week. Soon, as was the case in New England, practically all major chains in the area had accepted the new drink, and not long afterward distribution was extended through much of New York State. Meanwhile, franchises were awarded in Manhattan, Bronx, Brooklyn and other localities previously named, with New England being supplied through the Boston franchise, Moxie Bottling Co.

At the start "Coffee Time" executives were somewhat concerned that the price of the new coffee beverage—18 cents a pint bottle, two for 35 cents—might be considered high. Sales results indicate no cause for apprehension on that score. The plan of packing "Coffee Time" in champagne-style bottles, no deposit, no return, also is acceptable to housewives and to dealers.

Plans now have been completed for an extensive newspaper, radio and television advertising campaign for the New England, New York and New Jersey areas, to push the product higher up the sales ladder. Next, the West and South.

Look at the difference . . . between The Prudential Insurance Company's 1951 and 1952 advertising. You don't follow? Well, the gal on the right represents last year's Prudential advertising, the blonde, next year's. You see, 1952 copy will be 60% shorter—with more space showing. That's why the young lady on the left has 60% more space showing, proving that the shorter the copy, the more attention. Naturally, the girls wear Prudential reprints. This is the way v-p Robert M. Green, standing between the Prudentialettes, outlined 1952 advertising to Canadian District Managers.



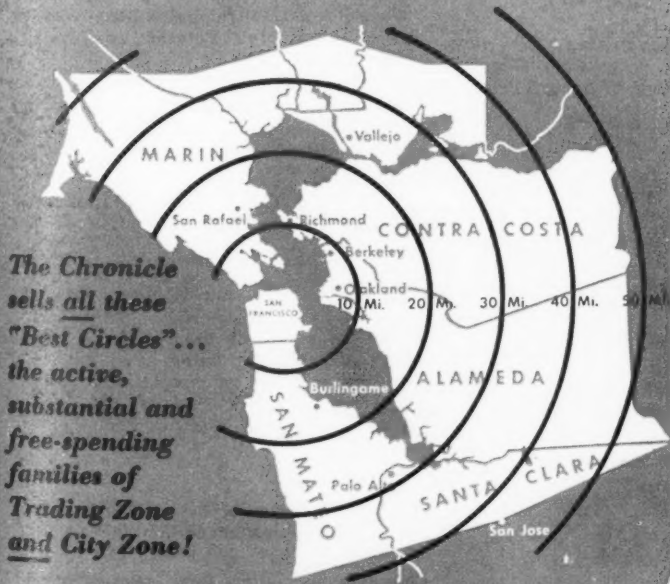
SALES MANAGEMENT

Big 4" Department

the key to San Francisco's "Best ^{buying} Circles" is the **San Francisco Chronicle**

YOUR #1 SALES-MAKER IN THE MARKET

National Representatives:
SAWYER, FERGUSON, WALKER CO.
New York • Chicago • Philadelphia • Detroit
Atlanta • San Francisco • Los Angeles



THE EMPORIUM buys 16.5% of San Francisco Dept. Store newspaper lineage, reaps \$41 Million annual sales. Third biggest 6-day lineage (21.6% of total) in The Chronicle; the biggest 7-day lineage

CITY OF PARIS buys 11.1% of San Francisco Dept. Store newspaper lineage, reaps \$16 Million annual sales. Biggest 6-day lineage (62.2% of total) in The Chronicle; the biggest 7-day lineage, too



Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

237—Is It Management's Fault That So Many Salesmen Fail? by Robert N. McMurry. (Price 25c)

236—14 Practical Ways to Help Your Distributors—Now, by Louis H. Brendel. (Price 10c)



FOR
**COMPLETE
COVERAGE
OF THE**

\$402 MILLION
QUAD CITY MARKET

The New
MORNING DEMOCRAT
•
The Evening
DAILY TIMES
•
The Sunday
DEMOCRAT and TIMES



*Copr. 1951 Sales Management

HEADQUARTERS DAVENPORT, IOWA
Serving the Quad-Cities of
Davenport, Iowa; Rock Island,
Moline and East Moline, Illinois
Represented nationally by Jann & Kelley, Inc.

235—Salary & Bonus Plans Popular in Drug Field. (Price 5c)

234—How to Head Off Arguments with Prospects, by Dr. Donald A. Laird. (Price 5c)

233—What Women Like and Dislike About Packages Today, by A. R. Hahn. (Price \$1.00)

232—Point-of-Purchase: The Advertising Medium That Clinches the Sale. (Price 75c)

231—Sales Leap 51% When Homasote Offers Incentive for More Calls, by F. Vaux Wilson, Jr. (Price 10c)

230—Eight Types of Sales Prospects . . . and How to Handle Them, by William G. Damroth. (Price 10c)

229—The Jaded Convention Audience: How to Make It Sit Up and Bark. (Price 25c)

228—Appraisals for Salesmen: They Help to Lift the Batting Average, and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling—Even Though There's Nothing to Sell. (Price 10c)

226—When—and Why—Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

MARKETS

222—Experts Pick Best Test Markets by Regions and 5 Population Groups. (Price 25c)

207—Who's Who of Department Stores in New York Buying Groups. (Price 25c)

192—ABC's of Market Indexes and How to Apply Them to Sales Problems, by Richard D. Crisp. (Price 35c)

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where To Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are available until present limited stocks are exhausted (Prices indicated):

Do You Treat Canada As Just Another Export Market? (Price 10c)

What Industrial Buyers Expect to Find in Your Proposal Letters, by Herbert W. Green. (Price 10c)

Adventures in Shopping (ninth and tenth of a series of articles). (Price 25c)

Adventures in Shopping (seventh and eighth of a series of articles). (Price 25c)

Adventures in Shopping (fifth and sixth of a series of articles). (Price 25c)

Adventures in Shopping (third and fourth of a series of articles). (Price 25c)

Adventures in Shopping (first and second of a series of articles). (Price 25c)

Quiet Talk to the Salesmen About Self-Training, by Neil M. Mathews. (Price 5c)

"THE SALESMAN'S CREED," by W. C. Holman. (A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copy, \$1.00 . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6 . . . more than 12, 50c each.)

How to Cut Waste Out of Salesmen's Selling Hours, by R. A. Siegel, Jr. (Price 10c)

75% of Our Sales Engineers Upped Earnings with Incentive Pay, by James W. Brady. (Price 5c)

To Charge or Not to Charge for Sales Promotion Materials? (Price 5c)

Gifts and Entertainment—Are They "Necessary Evils" in Selling? by Lester B. Colby. (Price 10c)

Color Inserts: Too Lavish for Industrial Advertisers? by William F. Weimer. (Price 5c)

8 Traits that Make Salesmen Welcome at General Electric. (Price 10c)

The Survey of Buying Power Versus the Census on Population, by Jay M. Gould. (Price 10c)

How Good Is The Sales Management Survey of Buying Power? by Jay M. Gould. (Price 10c)

What Type of Woman is Most Likely to Succeed in Direct Selling? by Katherine S. Miller. (Price 25c)

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course. (Price 10c)

Look Who's Buying Comics Now! by Etna M. Kelley. (G-E . . . Ethyl . . . Ford . . . and even the NAM . . . plus scores of other big names . . . are distributing millions of specialized comics for a wide variety of sales and public relations objectives.) (Price 25c)

1951 Survey of Buying Power
Canadian Edition

Complete population, retail sales, effective buying income for provinces, counties and cities (Price \$1.00).

New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

Marketing By Manufacturers. Edited by Charles F. Phillips. Published by Richard D. Irwin, Inc., Homewood, Ill. Price, \$7.35.

Some of the leading authorities, in some of the nation's important marketing departments of colleges and universities, have contributed chapters to this collection. Among them: R. S. Alexander, Columbia; Harvey W. Huegy, University of Illinois; Harry R. Tosdal, Harvard. Ten authorities, including these three, thus combined their talents to produce this book as an aid to manufacturers of consumers' goods and industrial goods in determining sound marketing policies and in solving distribution policies under today's conditions. Each authority has covered a separate subject.

Sales Management. By D. M. Phelps. Published by Richard D. Irwin, Inc. Price, \$7.35.

This book, by Professor Phelps of the Department of Marketing, University of Michigan, deals with all the managerial aspects of marketing. It emphasizes research, offers a guide to sales management as practiced in the present-day business world. There is voluminous information on such topics as planning the product, investigating the market, pricing the product, planning the sales effort and managing the sales and service personnel.

Bradford's Survey and Directory of Marketing Research Agencies in the U. S. and the World. By Ernest S. Bradford, Ph. D. Published by Bradford's Directory, 50 Argyle Ave., New Rochelle, N. Y. Price, \$5.00.

This is the fifth edition, marked 1951-1952, of Dr. Bradford's directory. He considers it primarily an aid to executives who want to analyze their products, potential markets or methods of distribution. The directory offers a list of research agencies, together with information on how long they have individually been in business, the staff and personnel of each and whether they are prepared to cover a local or national market. Over 200 research agencies in leading cities are documented.

New Releases from The American Management Association, 330 West 42nd St., New York 18, N. Y. Price, each, \$1.25.

The AMA has released four new booklets: Executive Compensation; Company Policies and Practices; Practical Methods of Management Development; Tools for Improved Personnel Relations and Planning for Peak Production. Each has been written by a top authority.

Greater Gains...

IN THE

TROY, N. Y. MARKET

*Troy - - - Albany
Schenectady*

**METROPOLITAN AREA RETAIL SALES
FOR 1950**

\$638,795,000*

This is a gain of 13.6% over the 1948 U. S. Census of Business figure and a higher gain than the national increase (7.5%) and the Middle Atlantic increase (9.7%).

*You get the Troy City Zone's
share of this richer market
only by advertising in The
Record Newspapers.*

CONSUMERS 122,000

CIRCULATION 46,473
(Sept. average)

COVERAGE 96.8%

Rate: 18 cents per line

*Sales Management

The

RECORD NEWSPAPERS

Troy, New York

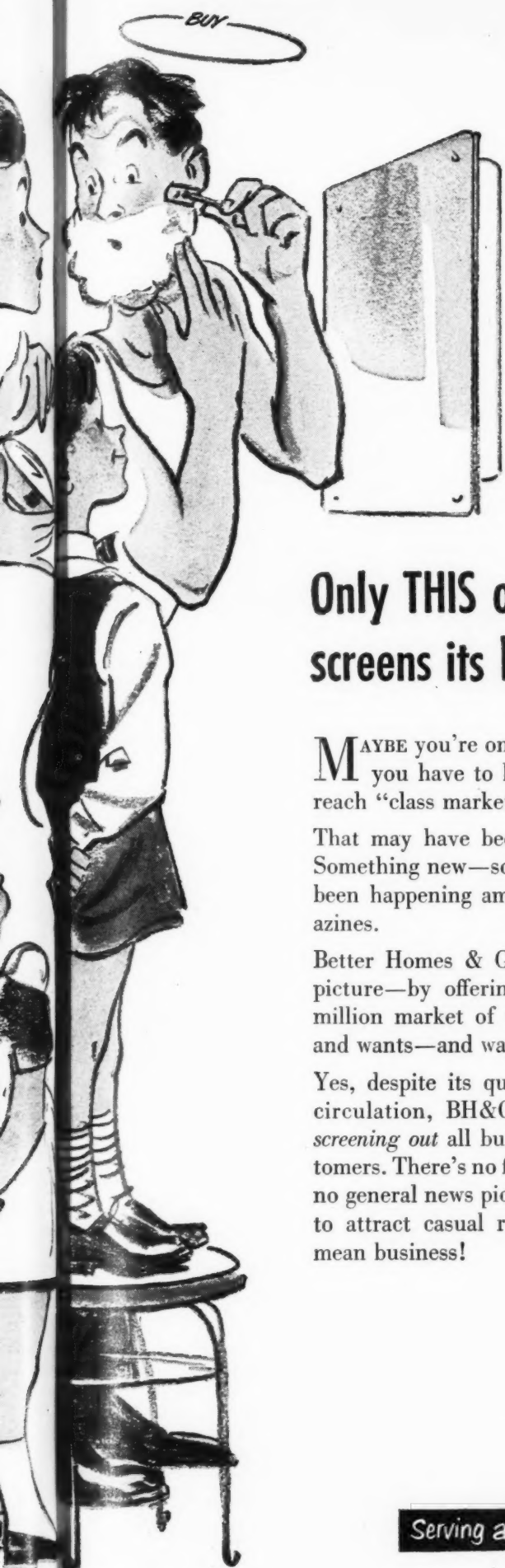
No other is

BIG

like

BH & G





Only THIS one of the 3 biggest man-woman magazines screens its huge audience for the BUY on their minds!

MAYBE you're one of the many who think you have to buy small circulations to reach "class markets."

That may have been true—but no longer! Something new—something important—has been happening among big-circulation magazines.

Better Homes & Gardens has changed the picture—by offering advertisers a big 3½-million market of way *above-average* needs and wants—and way *above-average* incomes!

Yes, despite its quick climb to 3½-million circulation, BH&G has been deliberately *screening out* all but your best possible customers. There's no fiction, no sensationalism, no general news pictures in BH&G. Nothing to attract casual readers—only those who mean business!

It's only the BUY-minded—3½-million families, ever searching for things to make life fuller, homes happier, busy days easier—who bury their noses in BH&G!

Husbands and wives together, they come up with definite ideas about what's for **THEM**—and where to buy it!

No other market is at once so **BIG**, so **buy-MINDED**, so **buy-ABLE**. It's a key market for any consumer product. Why not get *all* the facts about BH&G's 3½-million better-income families—screened for the **BUY** on their minds!

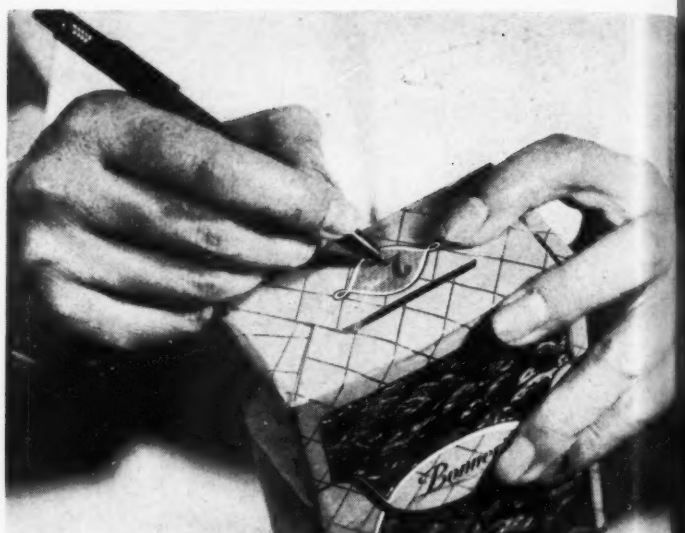


Serving a **SCREENED MARKET** of 3½-Million Better Families

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



THIS IS IT: The design that so radically changed a 60-year old company's merchandising methods. It lends full protection to a perishable product, has smashing shelf-appearance.



PAINSTAKING FIELD RESEARCH is responsible for many of the ideas built into new containers. A special spot is provided for the dealer's price-mark; it is deliberately made a part of the design.

Look at These Packages: They Revolutionized a Sales Plan

Bonner Packing Co. had gone along for three-score years packing mostly private brands. Then they decided to push for more volume under their own name. First step was a re-do on packages—and thereby hangs this exciting story.

BY ELSA GIDLOW

Early in the 1940's Charles W. Bonner, president of Bonner Packing Co.,* which for 60 years has been packaging and distributing dried fruits from California's San Joaquin Valley, was brought up short as he contemplated one of his firm's many unrelated packages. The brand was "Victory," the symbol on the label a cluster of flags of nations presumably allies of the United States.

What was wrong with the picture, to give Mr. Bonner such a severe jolt? "We discovered," says Mr. Bonner, "we were entering World War II with the Italian flag on our package."

Victory brand was quickly dropped and never was missed, for Bonner at that time was putting out so many brands that one more or less didn't

*Fresno, Calif.

mean much. But the incident had a profound effect on the company's president. It made him package-conscious.

He was thinking about packages just then because he was thinking about merchandising. He was thinking about merchandising because the war boom in certain foods which had temporarily solved a big surplus headache for the California dried fruit industry was going to let members of that industry down with a bang if they failed to take thought for the morrow. Mr. Bonner was taking serious thought for that morrow. He summed it up to: "We're going to have to do some energetic promotion."

This was the question: What sort of promotion? Sun Maid and Del Monte and companies with such well known brands could write a sizable figure into postwar advertising budgets for their raisins, figs or dried

peaches. Bonner Packing, while a substantial firm, was not in a position to match advertising budgets such as these.

"But suppose we did decide we were in a position to do a promotional job of some kind?" Mr. Bonner asked. "What do we have to promote? What would be the basis of promotion?"

The first half of the question was answered by an array of packages and brands which had grown like a family of Topsy's, only there was no family resemblance. The packages had labels without the slightest relationship to each other. Their designs, art work and typography were from as many different artists, men who in most cases happened to work for some carton maker from whom the packages were ordered. The second half of the question answered itself. There is no basis for any sort of promotion with a setup like that.

"Before there is any basis for promotion," Mr. Bonner reasoned, "we must have a recognizable package and something to talk about." The first step, the company therefore decided, must be to integrate its brands. That was in 1944.

Up to that time Bonner Packing Co. was known mainly as a packer of private brands of dried fruits. Roughly, 75% of its business was in



COUNTRY STYLE: Because people who live in rural areas buy in larger units than city folks, this "bulk bag" has been created. Note its family resemblance to the basic package.

What Repackaging Has Done for Bonner:

1. Where formerly 75% of the company's business had been done in private brands, and 25% under Bonner's own name before, these proportions are almost exactly reversed.
2. Bonner has gained many new retail outlets, mainly among medium size and smaller independents.
3. In a field notorious for price fluctuations, Bonner's prices are now stabilized.
4. Because the new packages are so adaptable to eye-filling display, the company is beginning to get some point-of-purchase display dividends.
5. It has expanded the export market.
6. It attracts the better food brokers, those with merchandising talent who are unwilling to be order-takers on strictly a price basis.

private labels. The company never had done any advertising. Now, the company decided to promote its own brand.

The focal point of any food merchandising program in this day of retail self-service, is the package, Bonner management decided. It is the final salesman, since the quality of the contents is mainly answerable for repeat business. The package plays a determining role there, too, for food put up in a poor package, though it be of the highest quality, does not long remain so. Dried peaches, figs, raisins, the main items in the Bonner line, are subject to

deterioration from air, moisture and insects. In fact, dried fruits generally have been considered seasonal items because of these hazards. Charles Bonner kept these considerations in mind as he reflected on the problems of the dried fruit industry.

The problems were going to weigh more heavily as wartime demand decreased, but they were not at all new. Since 1936 dried fruit consumption had shrunk by one-third. Although Canada and Great Britain consumed two-thirds more dried fruit products per capita than the people of the United States, California's foreign markets were shrinking. In spite of



THESE TRANSPARENT PLIOFILM BAGS (top) take care of many of the big self-service, fast turnover outlets that often prefer foods packed in this type of modern package. And below: This group-pack carton stimulates promotion of multiple units, is designed, also, with gift promotion in mind. All package designs are by Walter Landor.

increasing populations, the signs pointed to further shrinkage in both foreign and domestic markets. The fault must lie in the industry, Mr. Bonner believed.

"No one in the domestic dried fruit industry ever has done any real promotion," Mr. Bonner emphasizes. "I believe ours are the least promoted products there are. The people in our field haven't believed in merchandising. It's been, traditionally, a speculative, seasonal game, with those in it getting what they could."

Younger men in the business inherited this attitude, but Mr. Bon-



It takes more than taste to put your product on the tongues of America's original "Captive Audience"—parents! Don't forget there's money in Sonny—and Susie, too, the boss product demanders! They yell for the soft drink that gives balloons—and they get it. And your sales message on PIONEER Qualatex "Floating Billboard" balloons advertises—and SELLS!

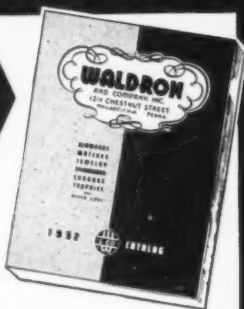
Any product moves faster with low-cost PIONEER balloons as package inserts, tie-ons or self-liquidators. Gorgeous colors, printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information. Write The PIONEER Rubber Company, 179 Tiffin Road, Willard, Ohio.



**BUY
• GIFTS
• PREMIUMS
• AWARDS**
DIRECT FROM THIS NEW 1952
WHOLESALE CATALOG

**WRITE
FOR
CATALOG**

**OVER 250
PAGES OF
NATIONALLY
KNOWN**



- DIAMONDS
- WATCHES
- JEWELRY
- SILVERWARE
- ELECTRICAL APPLIANCES
- TROPHIES
- PEN SETS
- LEATHER GOODS
- MANY OTHER GIFT LINES

WALDRON & CO., INC.
1211 CHESTNUT STREET
PHILADELPHIA 7, PENNA.

ner saw no reason for continuing with it. More and more convinced that a merchandising job could do much to make dried fruits more popular with the American people as well as with people abroad, Mr. Bonner began to study the packages of comparable foods which enjoyed good sales. They had an interesting approach. Having just about decided to test their ideas for putting more raisins, figs and dried peaches into consumers' hands and to shop for an outstanding package, Mr. Bonner did not follow the usual practice of calling in a promotion, an advertising or a packaging expert.

Bonner executives visited retail stores instead. They studied packages on the shelves, analyzed their display value, observed shoppers. When they found a package that stood out and obviously attracted customers, they inquired into the identity of the designer. They also consulted with leading wholesalers, brokers and retailers on what they looked for in a package, what they would consider ideal in a dried fruit package.

While making this sales survey from the point of view of sales appeal the company was thinking in terms of a functional package to preserve the qualities of a top-grade product. A type of package to put forward a Bonner quality line was gradually taking form.

Bonner executives found that most of the packages having the points which were considered outstanding were designed by one man. Thus they were led to contact Walter Landor & Associates and put their ideas and problems before them.

Foil Gets the Nod

After analyzing all requirements for both eye appeal and protection, Bonner decided that a foil overwrap on a standard carton would best provide these and denote quality—if skillfully handled. Foil was out of the question while the war was on, but in 1946 Bonner executives, with Landor, turned to Reynolds Metals Co. with some ideas they wanted worked out.

First dried fruit packer to use a laminated paper-and-foil wrap was Sunsweet. It was adopted initially for protection only, with the shiny foil surface turned inside and printed text appearing on the outer layer of paper. This was necessary because heat from the fruit, packed hot, made printed foil off-set and smudge at that time. Reynolds soon licked the off-set problem and Sunsweet began to wear its shiny side out. Even after World War II, however, Sunsweet's

package made no attempt to stimulate appetite or taste appeal, at least not by showing the product or pictures of the product as containers for other food types do. Here, then, was one of the major problems Bonner brought to Landor: How could complete product protection (which foil offered) be combined with the mouth-watering "buy-appeal" that "see-through" plastic bags and window cartons often boast?

Capitalizing Appetite Appeal

Actual visual package possibilities were discarded for several reasons: Most dried fruits are not particularly attractive to look at. Add to this that insufficient protection is afforded, and both the contents and the package can get tawdry. Bonner wanted to make its line an all-year promotional instead of a seasonal line. It was therefore decided to have no "window" or other exposure, but to give the vivid effect of a window in the foil package by means of actual color photographs. For realism, Designer Landor decided that the photographs should not be retouched.

Making the most of appetite appeal, one-third of the front and side panels of the new design is reserved to show the product, while the back panel devotes 90% to a simulated "window space." Other elements of the design give the effect of being printed over the product so that the shopper has the sense of looking "into" the package to its contents. Each photographic vignette—whether of seedless or golden bleached raisins, Calimyrna figs, or other Bonner fruits—stretches horizontally without interruption around the front panel to the side panels. The aim of this treatment is to get the shopper to turn the package as she examines it, exposing her to more "selling" copy.

The selling copy is brief. For example, on one of the raisin packages, the copy is confined to a paragraph on why a foil package is used, and suggests some tempting uses for the product. The real selling job is done by the luxury appearance of the package and by the pictures of the product. These have a hidden advantage, for not all purchasers of Bonner products know English.

In addition to its 60 domestic markets, the company has 10 foreign markets. To these non-English-speaking buyers the package tells the story graphically. Background color provides product identification to a great extent. This is supplemented by a "ribbon" placed diagonally at the focal point of the front panel "window," in one word telling the type

What opens 35,000,000 doors for your product?



What goes into practically every home in town? Reaches every prospect? Stays on the job all day, every day?

The Classified Telephone Directory.

National Trade Mark Service in the Classified is the ideal dealer identification. It displays your trade-mark or brand name in the 'yellow pages' of the telephone directory over a list of your dealers. It can blanket the nation for you in 35,000,000 directories . . . or you can use it in selected local markets.

To the manufacturer of branded products with selective distribution, Trade Mark Service is a clincher of sales created by his national advertising...a door opener for his dealers.



**AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS**

For further information, call your local telephone business office or see the latest issue of Standard Rate and Data.



OCTOBER 15, 1951

of dried fruits (seeded, seedless, or golden, if raisins, or the species, as in Calimyrna figs). The brand name, Bonner's, and the fruit name stand out prominently in white in the same type of lettering, the Bonner signature being designed to harmonize with the company's script trade-mark. The signature, small but prominent, is repeated on the back panel, superimposed on the picture of the fruit, clinching in the buyer's mind the brand name with the product. Net weight, trade-mark, name of packer on the front panel become a

part of the design. The weight, incidentally, appears in ounces and in grams.

An original feature is the treatment of the price "spot" on the top of the box. Graceful in shape and shading, it balances the design while giving the dealer a logical, restricted place to apply his price-making pencil, leaving the package unmarred.

Worth noticing is another touch conveying the impression of quality. While the shimmer of the foil and the illusion of transparency achieved by the vignette treatment provide

modernity, a delicate, lacy border across the top of the front and side panels vignette suggests elegance, an effect borne out by the generally restrained tone of the entire label.

Aluminum foil used for a label can defeat its purpose if not skillfully handled, Bonner management discovered, too great exposure of its original surface resulting in a cheap appearance. Thoughtless transfer of an old design to a foil wrap may produce merely vulgarity. This is avoided through a design adaptable to foil, through the use of plenty of opaque inks to enhance the brilliance of the material and add color appeal, by the restraint of the design and the large amount of surface devoted to the vignettes.

There is no doubt of the effectiveness of the new Bonner package, but the cost at first glance was alarming. It added three-quarters of a cent to the production cost of each package of fruit.

Cost vs Results

"I don't mind telling you that we went into this repackaging program with fear and trembling," Mr. Bonner confides. "We were not at all sure that items sold as competitively as dried fruits could absorb that high a packaging cost. At least, not without a considerable amount of advertising." But the results are surprising. Without any advertising (other than the package which constitutes by its brilliance and glamor its own point-of-purchase promotion) here is what the brand integration plus-repackaging program has accomplished:

The company's proportion of private label and Bonner brand business has been reversed: *Without any loss* in its private label volume which formerly was 75% of the distribution, Bonner's own brand now accounts for, roughly, 75% of sales, while private label amounts to 25%. The aim of promoting the company's own brand thus has been achieved within a year. But that is not all:

The company has been able to expand its base of operation with the smaller or medium-size retailers, mainly independents, who like to have a selling point other than price and who are happy to have this package, although at a slight premium. This alone helps Bonner to substantially increase volume.

The protective features of the all-foil carton wrap are so effective that the company is able to do something formerly considered dangerous with dried fruits: It boldly issues a 90-day guarantee of freshness of contents . . . and has practically no claims



SAN DIEGO IS BIG

U. S. NAVY (IN SAN DIEGO)

WEEKLY EXPENDITURES \$5,192,307

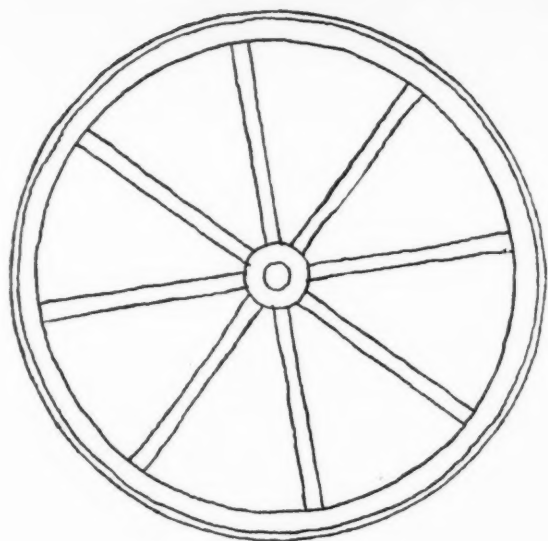
**SAN
DIEGO** SERVED BY THE



THE MOST
IMPORTANT CORNER
IN THE U.S.A.

**San Diego Union
and
EVENING TRIBUNE**

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.



This is continuity

A CERTAIN PHILOSOPHER observed that the wheel is probably man's greatest invention.

In a world that knows atomic energy and jet propulsion the wheel remains supreme, for unlike these recent wonders we could not do without it.

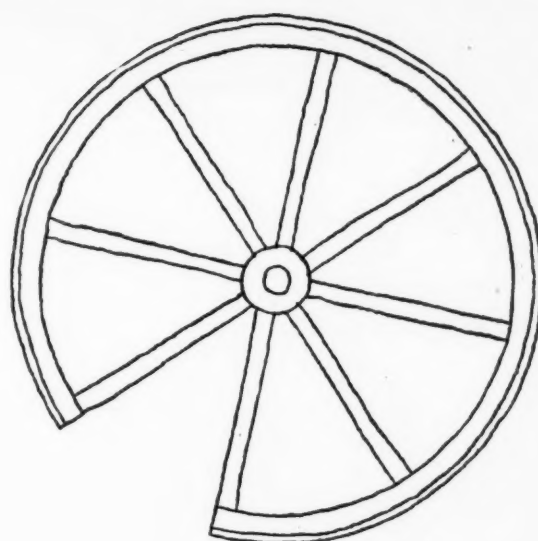
The wheel moves people, and it moves merchandise.

And yet the principle of the wheel is utterly simple. *It is the principle of continuity.*

Continuity is the foundation on which all advertising, and all sales, are built. If your salesmen failed to make calls continuously you would fire them.

But are you making continuous calls to back them up? Are you using your advertising effectively?

Recognizing that readership in the non-continuity months of January, February, July and August varies as little as 1% from other months—and many advertisers interrupt their continuity by staying out of those issues, *Good Housekeeping* now offers a 7½% discount for those months in the firm belief that continuous ad-



This is not

vertising will help our advertisers maintain aggressive selling throughout the year.

Thus, if advertisers help us level out our manufacturing costs, we will share the benefits by helping to *sell more by calling more* on our nearly 10,000,000 customers and prospects; reaching them with your sales story 12 times a year instead of 8 or 4.

The advertiser wise enough to adopt this plan of *repetition in selling to women*—always the majority of his customers and usually the majority of his stockholders—will begin to dominate his market, will insure his product's place against the competition.

WOMEN

- ... influence 85% of all purchases of consumer goods
 - ... are beneficiaries of 80% of all life insurance
 - ... inherit 70% of the estates left by men
 - ... own 66% of all privately owned government bonds
 - ... own 50% of all privately owned stock in corporations
 - ... hold 65% of the accounts in mutual savings banks
- Women buy ... when *you* buy, buy women!

GOOD HOUSEKEEPING

The Homemakers' Bureau of Standards
8TH AVENUE AT 57TH STREET, NEW YORK



We give this seal to no one—the product that has it earns it!

for spoilage. This too is a gain. Many of Bonner's customers are now glad to do what the company has long urged: handle and promote dried fruits throughout summer months—formerly considered impossible. Dealers and consumers find that the new package not only looks worth the price but is worth it because the contents stay fresh.

An unstable price structure and sharp fluctuations have been considered unavoidable evils in the dried fruit industry. The new package has eliminated these evils for Bonner. "We have been able to sell this package at a steady price."

Display at point-of-purchase is no longer a problem. So striking are the foil packages that a salesperson in a retail store, setting them up anywhere, makes an automatic display. No additional point-of-purchase advertising is required.

The fact that the package constitutes its own point-of-purchase advertising, Mr. Bonner emphasizes, means that the advertising outlay is in direct proportion to the amount of sales. In short, the company sees that extra three-quarters of a cent cost per package disappearing. The new

package, in Mr. Bonner's words, "easily pays for itself."

Another advantage turned up unexpectedly. "It provides us with a means of gauging the quality of our brokerage organization," says Mr. Bonner. Most dried fruits, as indicated above, are sold on a price basis. Brokers fell into the habit of making no other appeal. This new package attracts and encourages the good brokers. By providing something unusual to talk about, it shows which of the company's brokers know how to sell and where weaknesses need to be remedied.

It is worth mentioning that the package has helped Bonner to achieve considerable distribution in the Orient. This logical market for dried fruits has been a hazardous one for the industry to cultivate because of the tremendous deterioration in the product caused by climate and conditions of distribution. The foil package has largely overcome the hazards; the design gives it a direct appeal to buyers who do not read English.

Not least, the new program has established a firm base from which to build whatever additional forms of advertising and promotion may be

planned in the future. The indications are that this will revolve mainly around point-of-purchase.

At the brokerage level, Bonner, with the package as starting point, provides brokers with extra incentive by helping to defray the cost of specialty men placed by them in the field. The company distributes through food brokers exclusively.

Augmenting and tying in with the dried fruit industry program* for improved point-of-purchase promotion, Bonner is about to issue for the education and aid of jobber salesmen and retailers a full-color brochure giving illustrated display instructions and urging that dried fruit displays be set up in or near the fresh fruit and produce department.

The company is also experimenting with an open face display carton which it calls "Fruit Cupboard," grouping five varieties of Bonner fruits for multiple sales or gift promotions.

Serving the Farm Market

The company is taking note of geographical preferences in its point-of-purchase merchandising, adapting the package to the locale and type of dealer. This is an important item which is often ignored by manufacturers and distributors. For example, fancy packages with a premium price attached may not make the appeal in rural and farm areas that they do to apartment dwellers or suburban home owners. One important difference between city and rural buyers of food items is that the latter buy larger, often much larger, packages. The farm population, in fact, still cherishes a preference for what looks like bulk buying, although product protection and freshness are critically looked for today.

To meet this situation, Bonner has adopted a pliofilm-lined paper "bulk" bag in two- and four-pound sizes, similar to a coffee bag. It echoes the foil package design with a charmingly fresh "country cousin" air. The firm's package line-up is completed with a smaller, printed transparent pliofilm bag for sale in outlets that prefer this container type. All three types—the foil wrap, bulk bag and pliofilm bag—have been endowed with an unmistakable "family resemblance" so that a customer familiar with one type can recognize other Bonner offerings. And, like the foil package, the other two packages are very well received.

*See "Store Tests Prove Proper Display Key to Doubled Sales on Dried Fruits," page 4, SALES MANAGEMENT, September 1, 1951.



Circuit Rider Bookmobile

Blue and gold special-body Chevrolet van used by the Methodist Publishing House to advertise its 1,300-volume mail order stock. It also carries all types of merchandise of interest to church congregations and novels and non-fiction books produced by other firms. Salesman Lloyd H. Snyder, Jr., drives the seven-ton vehicle on a planned itinerary . . . shows religious and institutional films in Methodist churches and then throws the exhibit open to the public. "Frankly, we don't know whether our orders will underwrite expenses," says Snyder. "Probably they won't. But we believe it is sound advertising. In the 20,000 miles we expect to cover in a year, the library will have been seen by 75,000 to 100,000 people. . . ."



YOU'VE GOT TO ACT BIG TO SELL BIG
IN BIGGER BALTIMORE

Baltimore is Bigger . . . Richer, too! Since 1940 family population has increased 28% . . . spendable income has almost doubled. And to realize your sales potential in Bigger, Richer Baltimore you must use a bigger vehicle than you used ten years ago.

Today, successful advertisers in the Nation's 6th largest city use the larger evening circulation of The Baltimore

News-Post to get their "sales-share" of the Market.

Advertising in The News-Post reaches more than 58% of City Zone families—(197,000 plus). Total net paid circulation exceeds 225,000.

For a detailed review of growth in Baltimore ask your Hearst Advertising Service representative to show you a copy of "A Visit To Bigger, Richer Baltimore."

Baltimore News-Post

First in Circulation . . . First in Coverage in the 6th Largest City

A HEARST NEWSPAPER — REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE WITH OFFICES IN PRINCIPAL CITIES

OCTOBER 15, 1951



Bank Finds Rich Market: 80,000 Thrifty Kids

Dollar Savings Bank, New York, takes the traditional stuffiness out of the banking business . . . and enjoys robust health as a result. Their school savings campaign, reported here, is a sample of expert, alert merchandising.

Urbain C. LeGost, vice-president in charge of advertising and public relations for Dollar Savings Bank of the City of New York, is out to prove that bank merchandising need not be an impersonal, cold-fish proposition.

He has already proved it.

His Bronx Bank, one of 70 mutual savings banks in the New York Metropolitan area, shows a gain in deposits of \$16,000,000 in the past 9 months—far and away the largest of any. Since 1946, the DSB has won 80,000 school savings accounts, a 3½ million dollar business. Why is the Bank millions of dollars ahead of its competitors? Says LeGost: "The an-

swer is simple: we don't wait for business to come in the front door . . . we go out and get it. And that job is essentially one of participating in and organizing community activities."

The DSB throws parties for educators, conducts tours for school children, invites business people in for lunch, organizes its own blood bank and publishes a monthly news and gossip sheet for distribution in the Bronx. DSB personnel are leaders in local youth groups, health committees, the chamber of commerce, the Heart Fund, and other civic organizations. And every other

youngster one meets in the Bronx has a savings account at DSB. Their accounts average \$47.

Five years ago, LeGost got to thinking: School savings accounts would build future business for the bank, and educate children thrift-wise. It would be ideal, it was reasoned, if children could do their banking in the school rooms. They'd bring a dime or a dollar to school in a sealed deposit envelope, a class monitor would collect the money and deliver it to a central point at the school where a bank messenger would pick it up. The rest would be up to DSB. Children need never enter the bank, except to make withdrawals.

Then LeGost got busy. He talked to school principals, teachers. He held meetings in classrooms and auditoriums to explain the meaning of thrift to children. During one of his talks, it occurred to him it would be more effective to sell his program visually. He hired two ex-GI's who could operate a movie camera.

Selling Via Screen

The result was a 20 minute color film entitled "Save for a Goal." The movie disclosed basic banking procedures and revealed what happens to a dollar after it enters the bank. Neither LeGost nor the veterans had made a continuity movie before. "At a cost of \$5,000," says LeGost, "it could have been a flop—in fact, I don't know why it wasn't. But somehow, it put over our message to kids from age six to sixteen better than words could ever do."

The movie did the trick. Now DSB serves 122 public and parochial grade schools in Bronx County—more than 80,000 children out of 150,000 in the community. Every other Bronx child is a DSB depositor. And the visual method of selling is still being used; there is a continuous DSB motion picture program in Bronx schools.

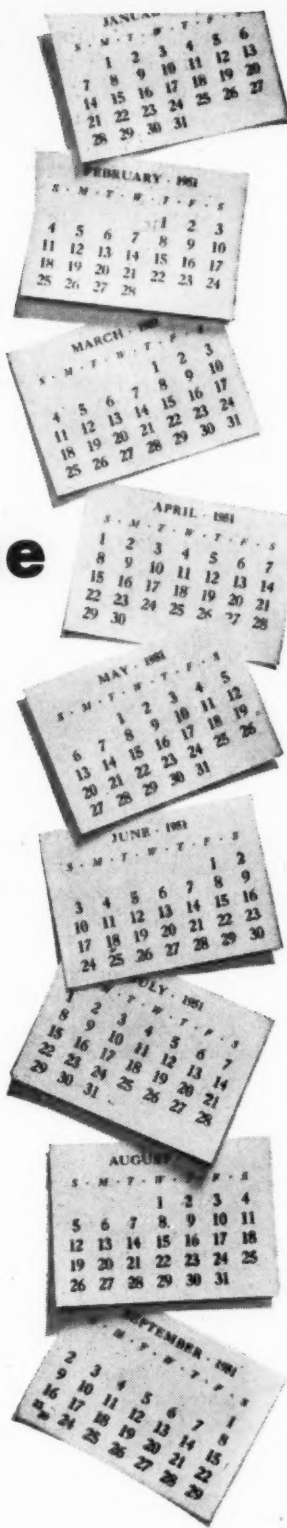
Depositor members of this year's graduating classes—3,410 pupils—were sent letters by DSB's President, Robert M. Catharine, who, incidentally, is definitely public relations conscious. As a result of the mailing and a follow-up in July, 1,599 accounts have been transferred to regular, "grown-up" accounts, involving \$162,300. That's 47% return on direct mail!

Anywhere from 8 to 12 members of the Bank's staff act annually as volunteer advisors for Junior

BY PHILIP PATTERSON

SALES MANAGEMENT

nine months gone



For the first 9 months of 1951, magazines of the Dell Modern Group—Modern Romances, Modern Screen and Screen Stories—led all major screen-romance magazines in advertising lineage.

And Modern Romances with America's Youngest Married Woman Audience, shows over 100% increase in food and household advertising for 1951.

There must be a reason.

Most people agree it's the quality of Dell's editorial content and the market which it attracts.

dell modern group

modern romances modern screen screen stories

Achievement. One of the purposes of Junior Achievement is to give children an opportunity to "get the feel of doing business for themselves." William Steinberg, local JA director, and LeGost work closely with JA members in planning business stimulation events. Bank visits are arranged, for example, whereby groups of 25 to 30 children are invited to come into the DSB and look around. They get to see how it feels to be on the other side of the teller's window. And they're permitted to examine the mysterious vaults and cash registers, "where all the money is." Visits are scheduled two or three times a week.

But the school-bank promotion doesn't stop there. Once a year the bank entertains school principals and teachers with a cocktail party, reception and buffet supper. Speakers are invited, but the affair is, for the most part, social. These parties are held in Concourse Plaza Hotel, leading hotel of the Bronx. All bank officers are present; their job is to mix with guests, make them feel at home. One rule: Officers must not talk business.

The school savings program is operated at an actual cost to the bank. But the bank doesn't enter that sum

under "costs." Actually, it is an investment in future business. Through the children's program, DSB is able to enter the home and quietly merchandise banking.

The Bank operates under the principle that banking doesn't necessarily have to be carried on in the confines of a building. For many years the budget carried an item for \$17,000 on promotional religious calendars sent out in bulk to priests, rabbis and clergymen, who distributed the holy calendars to their congregations. Suspecting that this promotion might be money down the drain, officials of the bank interviewed 30 members of the clergy to see what the reaction was.

"Frankly," said a priest, "if you can't find a better way to spend your money than that you should have your head examined. My parishioners use them to cover holes in the plaster. Why don't you discontinue the idea?"

LeGost did. There was only one complaint.

Now the Bank distributes a gossip news sheet in Bronx apartment buildings. Recipes, sports and household hints fill the columns. This promotion is hard-hitting, too. When it is necessary to increase safe deposit subscriptions, an ad is inserted in the

handouts. Result: a booming business in safe deposit rentals.

Shortly after turning to the bank newspaper idea, a DSB officer came up to LeGost, remarked, "Look here old man—these door-to-door handouts aren't dignified."

"I know," said LeGost, "but they bring business."

There are too many long faces in banking, LeGost maintains. He counter-attacks by thinking up humorous—but pointed—displays for the bank's windows. One display shows a professorial gentleman in the midst of a jungle. He gesticulates with a butterfly net while gingerly stepping over crocodiles. Behind him is a snake (actually a vacuum cleaner hose) about to strike. The caption: "Everybody needs protection—Buy Savings Bank life insurance."

LeGost works with a yearly budget of \$100,000-\$125,000 for promotion and advertising. He is one of few men in banking made vice-president on the strength of public relations.

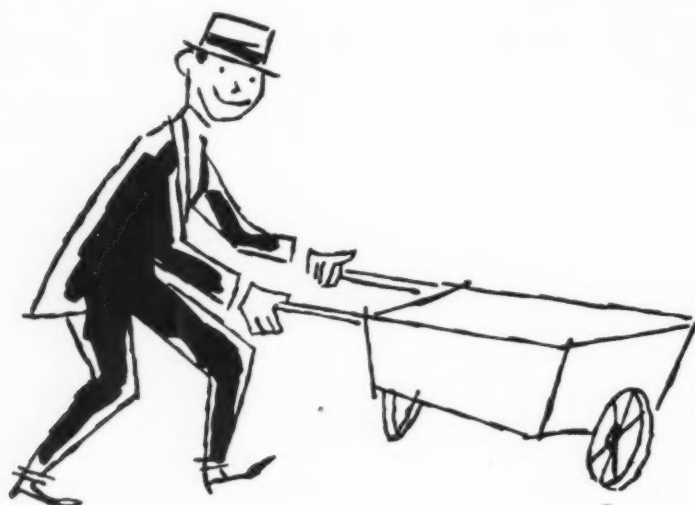
There are other factors that have helped DSB reach a \$14,000,000 gain this year. Its offices are located in the centers of brisk trading areas close to theatres, retailers, and general business. It is *convenient* to do business at DSB. Too, the Main Office building itself, at 2530 Grand Concourse, gives the impression the firm is successful. It is new, modern, functional. Inside, music is piped to the main banking floor—to lift customer and employe morale.

Rule: No Waiting in Line

The sixth largest savings bank in the country, DSB has a no-waiting-in-line policy. The Main Office, for example, has 57 teller windows and one of the largest banking floors in New York City. Need for those windows arises only a comparatively few times a year; but when peak loads come, all the windows are manned and there's service for everybody—immediately.

After World War II, DSB became interested in mortgage loans. The bank published "Mortgage Millions," a picture-portfolio describing what the bank had to offer. The portfolio was delivered *by hand* to 2,000 brokers in Metropolitan New York. Immediately after its distribution applications for mortgage loans reached the highest volume in the bank's history. Business doubled within a year, and has continued apace with the help of monthly mailings to brokers citing recently closed large mortgage loans.

It's like LeGost says: "Good business is where you go out and get it."

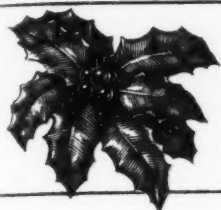


please see the paying teller!

If you want to find the most profitable way to reach and sell bankers, you should read "BANKING's 1951 SURVEY." It was done completely by an outside, independent authority, Business Research Institute... and is well-packed with vital

statistics on the publications bankers read and prefer. BANKING again won the preference vote (or we probably wouldn't be running this ad) but there's far more than that to this study. Write for your copy today.

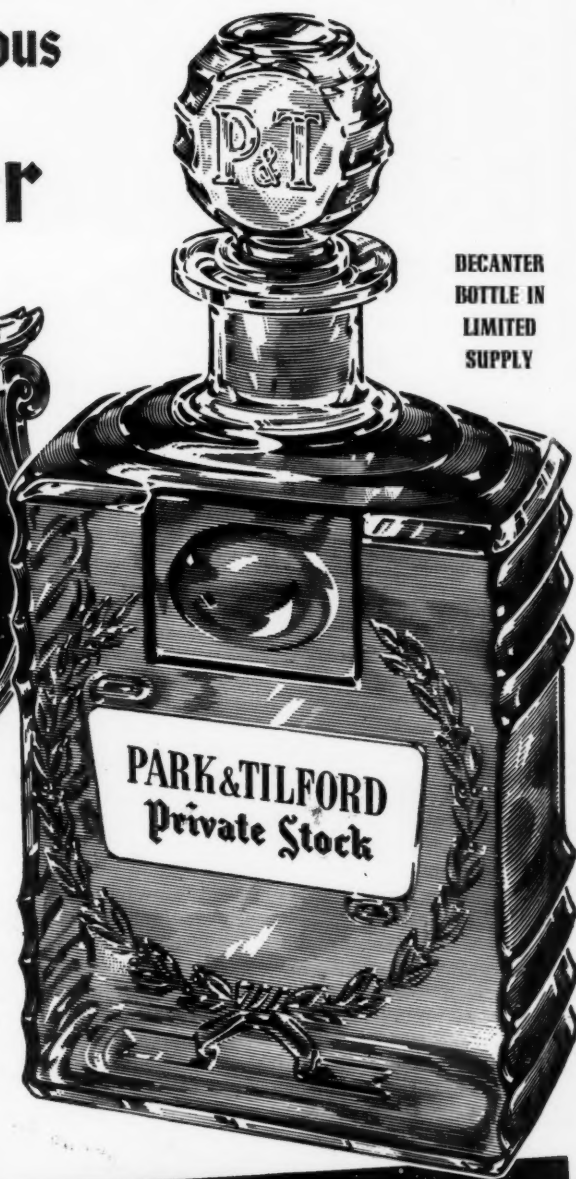
BANKING, Journal of the American Bankers Association, 12 E. 36th St., New York, N. Y.



You'll be REMEMBERED
WHEN YOU GIVE THIS GIFT!

America's Luxury Whiskey

in America's Most Luxurious
Gift Decanter



DECANTER
BOTTLE IN
LIMITED
SUPPLY

\$4.85

4/5 QT.
NEW YORK PRICE

(Prices vary slightly in individual states. In some states, your retailer will allow you a *discount* when you buy by the case)

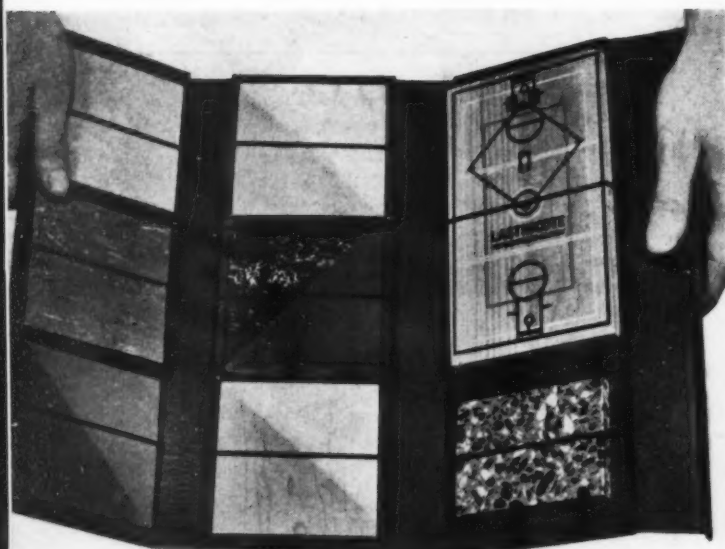
ALL STRAIGHT WHISKIES • 4 YEARS OR MORE OLD

No Extra Cost for the Decanter

**DO YOUR HOLIDAY SHOPPING NOW—AND SAVE! NEW FEDERAL TAX
expected November 1st—brings SUBSTANTIAL PRICE INCREASES!**

PARK & TILFORD DISTILLERS CORP., NEW YORK • A BLEND OF STRAIGHT WHISKEYS • 86 PROOF

Lots . . . and Lots . . .



PROOF OF THE PUDDING: A demonstrator kit used for about two years by salesmen for West Disinfecting Co. is a basic selling tool in a currently highly effective sales promotional campaign. It contains a sample of nearly every type of industrial flooring made, from linoleum to terrazzo. Half of each is untouched, the other half coated with West sealer or finish formulated to preserve the surface indefinitely. Samples can be removed from the kit for inspection, and can be scratched, burned, or soaked in demonstration. West advertises and describes the kit in its advertising in industrial magazines; copy bids for opportunities to demonstrate: "Choose the finish that meets your requirements—without moving from your desk." West follows kit demonstration with suggestion that prospect pick a test patch site, apply finish, then judge results. For full story, see page 42.



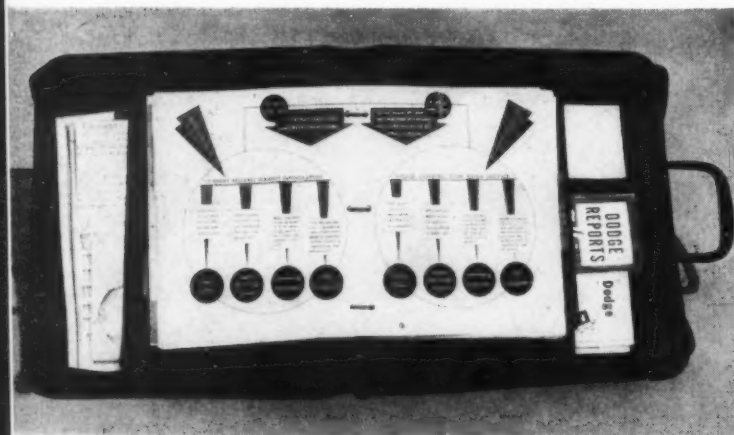
NO CINDERELLA PRODUCTS: Brunswick-Balke-Collender Company's ship-shape sample case is aimed straight at the heart of a common sales weakness: failure of salesmen to show and push the full line. The light-weight unit, through careful custom design, provides spaces for, and gives a sense of order to, a wide variety of B-B-C products: billiard balls, cue tips, mending cloth for tables, etc. Mindful that such samples must stand hard wear, are likely to get dirty or damaged, the company has seen to it that pieces subject to wear have been covered with clear plastic sheeting. Pockets in the section shown to the right in the photograph carry sales promotional booklets and other printed matter. Ingeniously arranged holding fixtures, all-around zipper, make for fast unpacking and repacking. No quickly improvised job, this; several months of research went into the design. It's so new, road-testing by salesmen has barely begun; but preliminary reports are highly favorable. Designed by Stein Brothers, Chicago.

About this Feature:

In a way, this 14-page round-up of effective sales tools is a premiere. Beginning in January, **SALES MANAGEMENT** will stake out a regular department to bring subscribers a continuing flow of ideas on tooling up for more efficient selling.

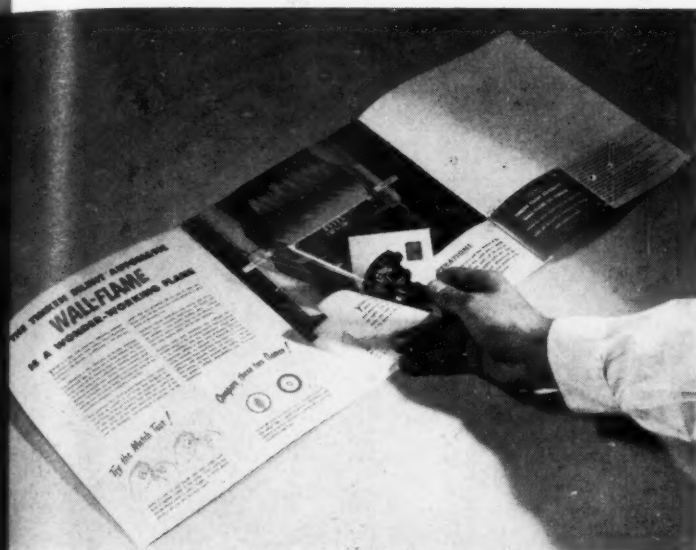
The development of more professional standards in selling is inevitably bringing with it the development of new and improved tools. We've come to the point where a salesman who is still expected to sell wholly with conversation is working at a measurable disadvantage against competitors who are making use of visual aids to add clarity, strength and conviction to the sales story.

The editors suggest careful study of this varied assembly of pieces of sales equipment to discover what techniques represented here might be adaptable to a company's own product. Some of them are designed with great style and imagination. Most are aimed at such bedrock problems as getting a prospect to listen to the whole sales story . . . getting salesmen to show the full line . . . getting industrial buyers to understand principle of operation . . . and giving tangibility to an intangible product. They're just what their name implies: tools for more efficient selling.



APPLE-PIE ORDER: The sales kit used by F. W. Dodge Corp. salesmen is an excellent example of a tool that meets the problem of the man who sells a service or an intangible. (These men sell Dodge construction reports.) Features: Center binder; tabbed index for all basic information (in photo: graphic on 4-point plan on how best to use Dodge reports); special binder for all rate data; pockets for basic sales promotional pieces; forms for salesmen's customer records for sales control; identification card pocket in case the kit is lost. Case by Heinn Co., Milwaukee.

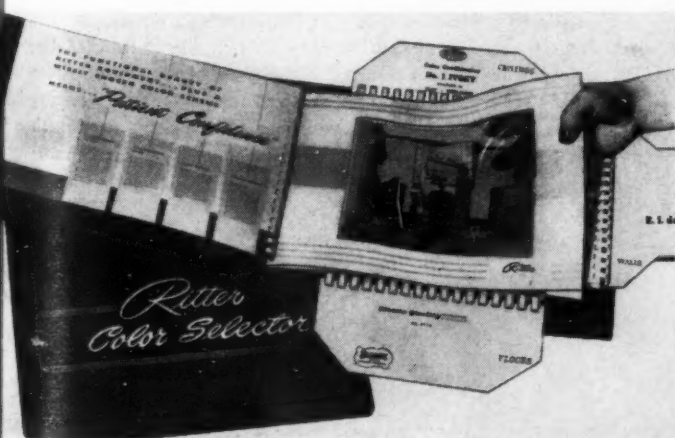
of Sales Tools



BUILD-A-BURNER BOOK: Timken Silent Automatic oil heat dealers used this 9-page book with three inside pages of clear plastic imprinted in color, to demonstrate the steps in converting from a coal-fired heating plant to oil. The foundation page at the bottom is a cutaway view of a coal fire, with a warm air furnace installation at one side and a boiler on the other. Three overlay sheets show, in succession: first step in conversion (replacing coal fire with a metal-based refractory hearth); complete oilburner installation (including distributing tubes and air fan); cutaway view of burner in operation. The Build-a-Burner plastic sheets are encased in a folder which explains the advantages of oil heating with Timken's "Wall-Flame" principle. Dealer comments have been "uniformly favorable." Designed by Timken, produced by Milprint, Inc., Milwaukee.



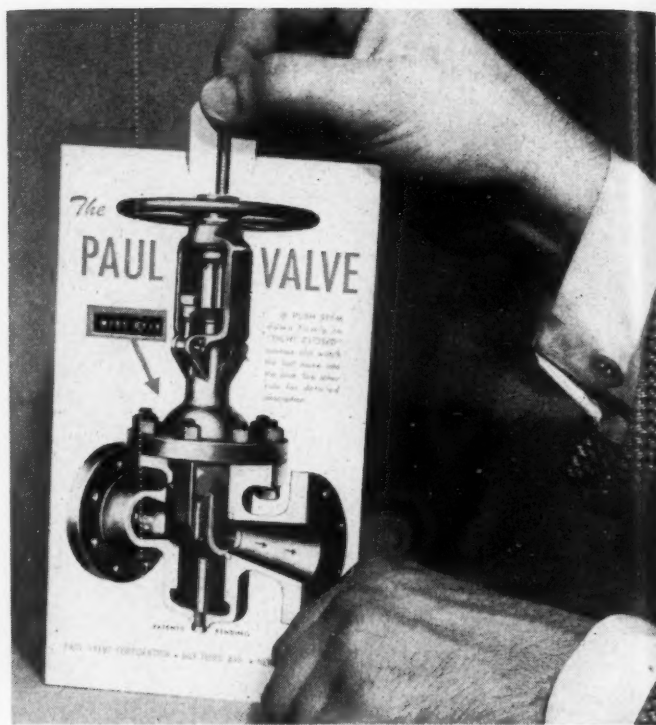
NO TIME TO DALLY: Salesmen for Helene Curtis Industries beauty supply house, operate in a keenly competitive market, must be prepared to sell hard and fast, sometimes to an audience of one, sometimes to several. They find this easel-type loose-leaf book an effective sales tool; it can be shown flat or set up. Curtis' book, devoted to Fashion Wave permanent wave equipment, is 13½" x 16" in size. Pages are well-illustrated, copy kept to a minimum. Last page is cut to hold an order blank book. With his presentation book each salesman receives a folder outlining the suggested sales presentation. Since the book is of the loose-leaf variety, contents can be changed at will. The company leaves frequency of use of the tool to the judgment of the salesman himself, in the belief that value would be lost through over-use. Binder is a "Zipmaster," by Sales Tools, Inc., Chicago.



COLOR SELECTOR: Now a dentist can choose from 1,700 different color combinations for decorating his office. The Ritter Co., Inc., placed this unit in the hands of 700 retail dental salesmen at half cost. Ritter has long had an office planning department, but had not previously been able to help dentists visualize color schemes. Says Ritter Ad Manager W. W. McMillan: "One of the finest sales tools ever given to salesmen in our industry." Unit by X-Ray Visual Sales Method, Chicago, with cooperation of Du Pont (paints) and Sloane-Blabon (floor coverings).



"SLIDE RULE" COMPARATOR: Willys-Overland salesmen use this as a pocket weapon to answer the inevitable question, "Why should I buy a Willys-Overland station wagon rather than the ——— station wagon?" Unit is made up of two die-cut cards held firmly together with metal eyelets, and a card that slides between them. The inside card, when moved, reveals how the Willys compares with six competitive cars on such factors as compression ratio, intake valve-head diameter, parking requirement, turning radius, forward visibility, etc. Reverse side compares additional features. Comparator by Perrygraf Corporation.



Lots and Lots of Sales Tools—Con't.

WHAT DO YOU MEAN, "FLUID DRIVE"? A miniature model provides the answer for Dodge salesmen. Dodge men had trouble making prospects understand the "how" of fluid drive . . . after all, it's pretty hard to explain something sealed in a cast-iron housing. So came—last year—a miniature model.

This year they improved it—made it even more realistic. The miniature is made of transparent plastic, is mounted on a plastic base which has four suction cups to hold it in place on a desk or table, thus leaving the demonstrator's hands free. Entire unit, filled with fluid, weighs only 2½ lbs. It's 4¾" x 6½" x 6½" in size.

The model is operated by a hand crank which can be turned at any desired speed to show the prospect what goes on inside the fluid drive unit when it is in operation. Unit used most in dealer sales rooms, sometimes by salesmen on outside calls. Models have gone to foreign countries, too . . . France, Spain, India. Unit by Ideal Models, Detroit.



VALVE-IN-ACTION: Paul Valve Corp., New York, salesmen found it difficult to convince engineers that their valve was based on a really new principle of operation. When words failed to reach the sales objective, the firm's advertising agency, W. L. Towne, dreamed up a cardboard model which serves as a demonstrator.

Measuring 4½" x 4¾", it consists of an outer case plus an inside piece representing the valve stem, ball cage and ball. The inside piece slides back and forth to show four stages of operation: wide open, throttling, tight closed, opening. Words visible through a slot at the left indicate which stage is represented in any given position. The ball at the bottom of the movable inside unit duplicates the action of the valve. On the back of the cardboard is a detailed description of working principles. Five thousand of these models are being used both as tools in the hands of company salesmen, and for direct mail pieces.

(More Sales Tools on following pages)

SLIDING DOOR DEMONSTRATOR: The Stanley Works, New Britain, Conn., has equipped several hundred salesmen with "two-way" model demonstrators of residential sliding hardware in use. The hardware in the portable case (It resembles an ordinary suitcase.) is of actual size. The side of the model shown in the illustration at the left shows two by-passing ¾" doors equipped with apron-type hangers, cup pull and center floor guide. The other side demonstrates a typical pocket installation with 1¾" door, double-wheel hangers, edge-pull and jamb floor guides. The model is 18" high, 24" long and 6" deep. Thus one company solves the difficult problem of demonstrating the type of product which is a component part or application product which isn't fully meaningful until it's seen in the setup which represents the end-use.

6 WAYS

to get more orders... and cut selling costs

Just as modern machinery cuts the cost of production, so Perrygraf Slide-Charts cut the cost of producing orders. Slide-Charts save hours of selling time, make buying easier.

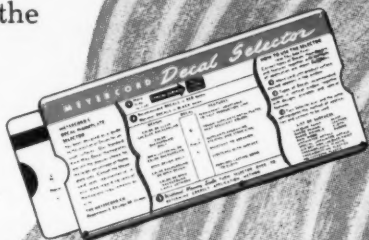
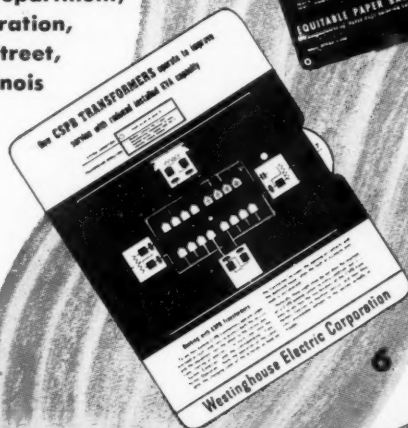
Designed and manufactured especially for you, Perrygraf Slide-Charts put vital information about your product at the fingertips. Related to your product, the appeal is directed particularly at the people you want to reach—so there is little waste distribution. Perrygraf Slide-Charts are surprisingly inexpensive.

You need only define the problem

Perrygraf engineer-designers convert masses of complicated data into simple, easy-to-use Slide-Charts.

We submit design and prices promptly, without obligation. Or write for free booklet describing hundreds of Perrygraf Slide-Charts now in use.

Address: Planning Department,
Perrygraf Corporation,
1502 Madison Street,
Maywood, Illinois



1. **IRC Resistor Selector** pepped-up sales program. Automatic selection of sizes and ratings specifies IRC product. Hundreds of thousands sold to users.
2. **ROEBLING Rope Strength Calculator** determines remaining life of elevator rope for building managers. Injects Roebling name whenever new rope is considered, whether salesman is on hand or not.
3. **MEYERCORD Decal Selector**, featured in advertising, pulls inquiries from live prospects. Salesmen concentrate on selling instead of bird-dogging.
4. **HARFORD FROCKS** supplied this dress-size selector to untrained house-to-house saleswomen. It assured a high percentage of right-size deliveries, fewer returns.
5. **EQUITABLE Bag Selector** funnels demand to profitable items. Improved competitive position, lowered production, handling, and selling costs for Equitable.
6. **WESTINGHOUSE Visualizer** demonstrates how new CSPB transformer handles dangerous overload. Story is quickly grasped, easily remembered.

PERRYGRAF
Slide-Charts
"Finger-Tip Sales Tools"

Founders and Leaders
of the Slide-Chart
Industry.



Lots and Lots of Sales Tools—Con't.

AN EYEFUL: Wall-Tex salesmen are equipped with a compact case containing a Stereo-Realist viewer and a set of Kodachrome slides showing rooms with Wall-Tex decorations. Like the gay nineties stereopticon, the pictures have a three-dimensional quality. This type of sales tool is being widely used by companies whose products must be seen in color and texture to be fully appreciated. Wall-Tex is the brand name for a line of fabric wall coverings manufactured by Wall-Tex Division of Columbus Coated Fabrics Corp., Columbus, Ohio. (For a typical application in the apparel field, see "Why Belding Says It with Color Slides," SM April 15, 1951.)

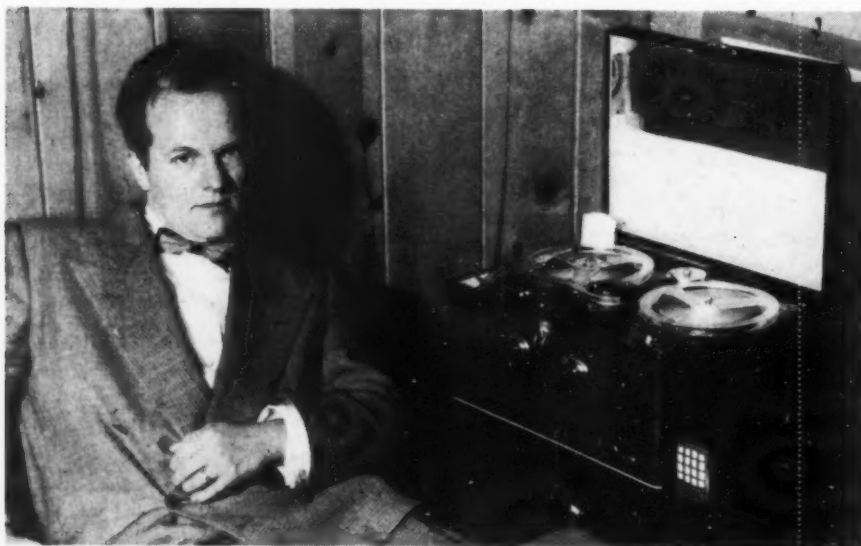
DUAL PURPOSE RECORDER: (Below) Loroco Industries, Reading, Ohio, (paper products) are, in the words of Carl H. Gildehaus, sales manager, "tape recorder converts." Salesmen use recorders in talks with selected prospects where a complete transcript might be particularly useful in connection with paper products to be handled on a to-order basis . . . Loroco specializes in "tailor-made" items most of which are parts of complete products made by other firms: radio backs, chair bottoms, phonograph parts, grocery package dividers, shirt packaging devices for laundries, meat pads for self-service stores, etc. Obviously, considerable discussion may be involved in getting a large-volume order for such items.

Second purpose is use in filing salesmen's daily reports. Advantages of dictated reports are saving of salesmen's time; better understanding on the part of management of the salesmen's problems; economy, since field men were formerly called into the home office to report on important conferences with customers. After the initial cost (around \$150 a machine), main-

tenance costs are negligible. The company furnishes the tapes; postage for mailing averages about 25 cents each.

Says Sales Manager Gildehaus: "Formerly, our men had to write reports every evening—about 2 hours of labor. These reports ruined the evening. Now the men can actually talk to the home office for about 1/2 hour, giving complete reports including many conversations and details which they ordinarily would not report in longhand. When these reports arrive, we can listen to our men and hear their natural voices telling us of all the things they did on any one day. The home office gets a feeling of actually being in the field with the men. We hear the findings of a salesman in a new territory the first day out . . . the troubles he encountered . . . his feeling of indecision relayed perfectly. We, in a sense, are there with him. As his work progresses from day to day, we hear about it as he lives it."

SM asked if customers had any tendency to be self-conscious when faced with a recorder. The answer was "no." Recorder by Eicor, Inc., Chicago.



(More Sales Tools . . .

. . . on following pages)

Rate of growth: 1940-1950

	METROPOLITAN ATLANTA	FIRST 50 METROPOLITAN AREAS
Population	+28.2%	+20.4%
Occupied Dwellings	+40.0%	+32.2%
Buying Income	+207.8%	+165.9%
Retail Sales	+266.1%	+218.7%

things have been happening in atlanta . . . **big** *things*

For Metropolitan Atlanta, the decade between the censuses has been one of accelerating progress. Atlanta has grown enormously—faster than the aggregate rate of growth of the first 50 metropolitan areas in the country.

And the best part of it is—from your point of view as well as our own—that Atlanta's progress stems from many causes . . . is dependent on no one disproportionate influence.

The result to you is a unique marketing opportunity. Atlanta is solidly placed as the first metropolitan area in the eight southeastern states. As such, it is big enough to provide the economy of mass marketing. Yet, it is not so big as to require a heartbreaking cut of the promotion budget.

And speaking of budgets for promotion—here's an important point to remember: *To sell Atlanta, buy_____*

The Atlanta Journal
THE ATLANTA CONSTITUTION



DO YOU HAVE THIS BOOK?

This 32-page book, in full-color gravure, summarizes the striking ten-year growth of Atlanta for advertisers and advertising agencies. If you have not received your copy, there's one waiting for you. Address: The Atlanta Journal and Constitution, Atlanta, Georgia. Or, of course, the nearest Kelly-Smith Office.

Daily, combined: **428,676**

Sunday: **457,147**

National Representatives: Kelly-Smith Company



Lots of Sales Tools—Con't.

FIRE KIT: The 3,000 salesmen of Red Comet, Inc., Littleton, Colo., makers of fire extinguishers, carry a sales kit weighing only six pounds, but it provides all the materials they need for a quick, convincing demonstration. The kit includes equipment for starting a fire and putting it out, utilizing the Red Comet principle which is that of smothering flames with fog. Kit also provides ample space for sales promotional bulletins, testimonials, order blanks. Compact and easy to carry, it measures 18" x 18" x 6". Its design is the result of 20 years of company experience with a sales tool of this general nature.



CONCERTONE RECORD ALBUM: This unusual sales tool and promotional unit was used by Bachmann Uxbridge Worsted Corp., New York, as part of a campaign to introduce a new line of blended worsted and nylon fabrics. It simulates a true record album in every detail, except that only the first of the inside pockets carries a real record that is playable. The other pocket-inserts are cardboard cases that carry, inside, mounted samples of some of the fabrics.

The real record has a symphonic musical background for a talk by Milton Cross on the virtues of the fabrics, the trade name for which is "Concertones." Musical theme carries throughout, even to the names of the fabrics . . . i.e. "The Symphony Group." The company sent 1,000 of these albums to store buyers and apparel manufacturers. Then the salesmen followed up with personal calls, taking with them portable phonographs to play the Milton Cross record. The record was played and the album shown, further, at conventions and other trade gatherings. Album by D. B. Hopkins Co., New York.



KITCHEN PLANNER: Curtis Companies, Inc., Clinton, Ia., sell model kits to dealers which become tools in the hands of the dealer salesmen for use in planning new kitchens or remodeling old ones. The Curtis line: wood kitchen cabinets. Curtis reports two years of experience with the model kit, says it is being widely used, that some dealers find it profitable to loan the kits to prospects for a day or more to give them the opportunity to mull over, and visualize, alternate types of kitchen layout. Kit by Ideal Models, Detroit.

(More Sales Tools on following pages)



**Look...so easy
I can thread it
in 30 seconds**

Thanks to new "Thread-Easy" design, hundreds of youngsters are now operating the RCA "400" projector.

Amazing new "Thread-Easy" Design makes RCA "400" easiest to thread

With this new ultra-simple projector, you can actually thread the film in only 30 seconds. Thread it while you're lecturing. Thread it in the dark. Even a child can thread it. It's that simple.

Every operation easier with RCA "400"

Here is a projector so easy to use that a 12-year-old child can be the projectionist. So simple you can set it up with pictures and sound on the screen in only 2 minutes. And they are top-quality pictures and sound... better than recommended standards of *SMPTE, by actual tests.

Easy to pack up, too. Takes only 3 minutes to button up the Junior model, ready to travel. And easy to carry. Single-case Junior weighs only 33½ lbs. Women appreciate its narrow case, rounded corners, proper balance. No chafing your leg as you walk.

Longer film life

Your precious film literally "floats" through this new "400" projector. "Thread-Easy" design is so amazingly effective, even minor errors in threading will not damage film. With projector running, you can open and clean picture gate or sound optics... without damage to film. And you can project the same film 50 or 500 or 5,000 times... without appreciable wear or damage to film!

No more last-minute failures!

It's ultra-dependable, too. Built for the hard knocks of school and commercial use. You can easily replace projection lamp in 45 seconds, exciter lamp in 20 seconds. Rewind 10-minute film in 66 seconds, without changing belts, pulleys, or reels. It's the only projector powered by a big A-C motor, 500% oversize for better sound stability. Big motor takes it easy, stays cool, lives longer.

And it's quiet. Operating noise only 58.5 decibels. Quieter than recommended by *SMPTE... quieter than other projectors by actual tests.

In competitive tests, RCA 400's win out

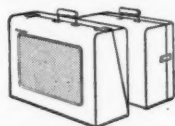
In a single purchase, Pennsylvania schools bought 572 RCA "400's". Baltimore schools bought 156. Washington, D. C. schools bought 81. Already many thousands of RCA "400's" are out on the job... making things easier... for busy people just like you.

Operate it! Convince yourself!

If you use 16mm film in your teaching or selling (and who doesn't?), you owe it to yourself to find out about this revolutionary new easy-to-use projector. The new "Thread-Easy" design is the culmination of 23 years of RCA research. Send coupon for demonstration. Operate it yourself. Backed up by RCA. Nationwide service available. Large sales permit surprisingly low price for this top-quality equipment. So mail coupon TODAY.



RCA "400" Junior. Handsome blue-green hammertone finish. Single case weighs 33½ lbs. 7-watt amplifier, 8-inch speaker. Excellent for medium to large rooms.



RCA "400" Senior. Same as "Junior" except it has 10-watt amplifier, 10-inch speaker. Projector case weighs 36½ lbs. Speaker Case weighs 26 lbs. Excellent for larger rooms, auditoriums.

*SMPTE: "Society of Motion Picture and Television Engineers," leading authority on projector standards. SMPTE recommends "unsteadiness of projected picture less than 3/10 of 1% of picture width."

In RCA "400" projector, horizontal unsteadiness is 1/10 of 1% (3 times as good as SMPTE standards). Vertical unsteadiness is 1/7 of 1% (2 times as good as SMPTE standards).

Sound quality is also better than SMPTE standards. Distortion never exceeds 5%.

All tested and proved by RCA, foremost pioneer in 16mm sound projectors.

FREE BROCHURE—MAIL COUPON—NOW

Visual Products, Dept. 107V
Radio Corporation of America, Camden, N. J.

Please send me, without obligation, full story on new "Thread-Easy" RCA "400" 16mm projector that I can set up in 2 minutes, thread in 30 seconds, pack up in 3 minutes, and carry lightly as an overnight bag.

Am interested in ☐ Junior Model for classrooms and small auditoriums
☐ Senior Model for larger auditoriums

Name _____

Position _____

Address _____

☐ Please arrange actual demonstration



VISUAL PRODUCTS

RADIO CORPORATION of AMERICA

ENGINEERING PRODUCTS DEPARTMENT, CAMDEN, N. J.

In Canada: RCA VICTOR Company Limited, Montreal



HOW LEADING INDUSTRIES CUT SALES COSTS UP TO **50%**



They Use
TUFIDE
THE TUFFEST
BUSINESS CASES
OF ALL!

Tested & Proved By
Allis-Chalmers Co.
Telechron Co.
Victor Adding Machine
Acme Steel Corp.
General Motors
Sprague-Warner Co.
And many others

650,000 users prove that
TUFIDE cases last longer
... need replacement less
frequently ... cut business
case costs as much as half!

**TUFIDE Outlasts
Leather 5 to 1**

**UNCONDITIONALLY
GUARANTEED FOR
5 YEARS!**

TUFIDE business cases withstand roughest use. Slam 'em ... wham 'em ... wet 'em. They'll bounce back smiling! Amazing TUFIDE looks like leather ... feels like leather ... yet ACTUALLY OUTWEARS LEATHER 5 TO 1, as proved by independent laboratory tests. That's why TUFIDE—and only TUFIDE—is unconditionally guaranteed 5 full years! See TUFIDE business cases at your dealer today. Special cases designed to order.



Priced From
\$5.00
And Up



Get Free Facts
MAIL NOW!

Stebco Products Dept. A-26

1401 W. Jackson Blvd., Chicago 7, Ill.

Send me FREE facts on TUFIDE Business Cases, without obligation.

Name

Address

City Zone State

\$

**"Lots and Lots
of Sales Tools . . ."**

... impressive as they are, may be treated by your sales staff as just so much costly confetti to be filed in the wastebasket!

There's one way to make sure your salesmen put that extra effort into using the tools you provide them—and that's by complimenting your crackjack salesmen with merchandise awards everytime they top quota!

"ARE YOU PAYING TOO MUCH FOR AMERICA'S NATIONALLY FAMOUS MERCHANDISE BRANDS THAT YOU USE TO SPARK YOUR PRIZE CONTEST INCENTIVE PROGRAMS? Get ENTER-PRIZES' b-e-d-r-o-c-k low price quotations today!"

Write, Wire Right Now, No Obligation!

THE ENTER-PRIZES COMPANY

Suite 700, 48 West 48th St.
New York 19, N. Y.



Lots of Sales Tools—Con't.

THOUGHT-STARTERS. The kit shown here grew out of suggestions from American Hard Rubber Co. salesmen, who were invited in a round-robin letter to tell what kinds of samples they'd like to show to prospects and customers. There are two versions, each showing applications, one for general industrial and the other for chemical equipment salesmen. Both show ways of using hard rubber, demonstrating "cost-saving hints in molding, and showing a wide variety of design techniques, including inserts, shrink fits, machined parts, extruded parts, parts that are blown like glass bottles, etc." American merchandises the case, using it as a theme for industrial advertising and as the subject for mailing pieces. In these the headline asks: "Have you seen these thought-starters for better designs with Ace hard rubber?" The copy adds: "Our sales engineer in your territory will be happy to spread these ideas out on your desk at the drop of a post card." Kit designed by Douglas Williamson, sales promotion manager for American, and case produced by Palisade Leather Case Co., Union City, N.J.

PALM-SIZED booklet helps salesmen of Proctor Electric Company dealerships remember vital sales points when demonstrating Proctor irons and accessories. Sales talks on accessories are keyed to five letters of the alphabet, W-O-R-L-D, which remind salesmen (and customers) that Proctor appliances are "the world's finest." A flip to the Hi-Lo ironing table reveals:

W—World's first and finest sit-down ironing table.

O—Offset legs, adjustable, easy shift wheels.

R—Right in size, compact in storage.

L—Light, sturdy and safe.

D—Don't forget to ask for the order.

Assumption is made that easily remembered points are salesman's best weapons.

(More Sales Tools on following pages)



SALES MANAGEMENT

No other point-of-purchase unit...



is seen so often!

That's why you see some of America's best known brand names on the faces of Telechron ad clocks. Other reasons why such aggressive merchandisers include ad clocks in their budgets are that no other point-of-purchase unit is so welcomed by dealers... so useful to customers... so long lasting... so low in cost per advertising impression. Get all the facts about Telechron ad clocks and the self-liquidating plans that wash out the cost. Send the coupon today.

TELECHRON DEPT., GENERAL ELECTRIC COMPANY

Telechron
 ADVERTISING CLOCKS
 Your All Time Point-of-Salesmen

Telechron Department, General Electric Company,
 1610 Pleasant St., Ashland, Mass.

I'm interested in more information about Telechron ad clocks and the self-liquidating plans for promoting them.

- ☐ 15" ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- ☐ 12" NON-ILLUMINATED AD CLOCKS (Minimum quantity, 100)
- ☐ 8" CLOCKS for use in displays or dispensers (Minimum quantity, 50)
- ☐ PROMOTION CLOCKS (Minimum quantity, 250)
- ☐ PRODUCT REPLICA CLOCKS (Minimum quantity, 500)

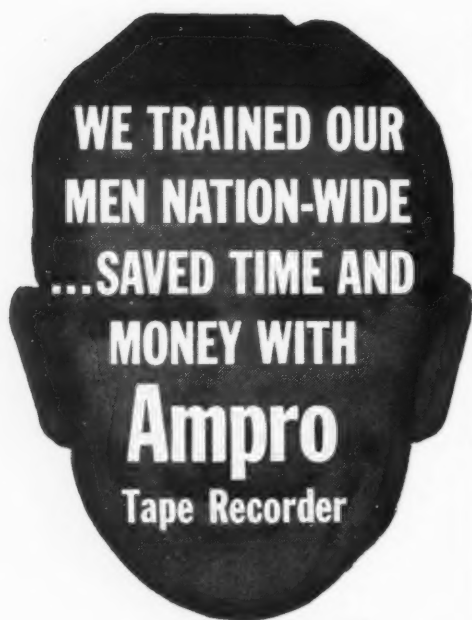
I am interested in.....(No.) Clocks

Name..... Title.....

Firm

Street.....

City..... Zone..... State.....



**Trainees Learn from
Tape used along with
Charts, Diagrams!**

**Record, Edit
Training Programs!**

**Mail Reels
to Trainees!**

Job Training Directors everywhere hail the new Ampro Tape Recorder as the "most useful business tool since the telephone." Little wonder! No other tape recorder is so simple to operate ... so light to carry (17 lbs.) ... gives so many outstanding features at the *world's lowest price!* Record ... hear it instantly ... keep or erase the message. And Ampro runs 2 full hours on one 7" reel. Look into this easier, low cost way to train your men ... write now!

**\$119⁷⁵
COMPLETE**

**Records Anything!
Plays Back
Instantly!**

**Ampro
TAPE RECORDER**



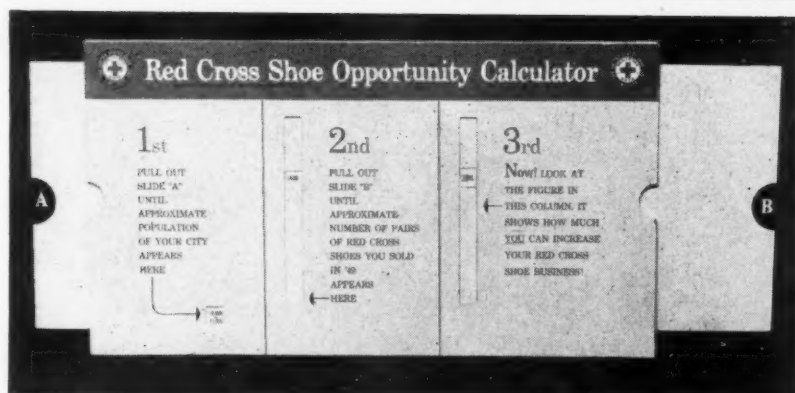
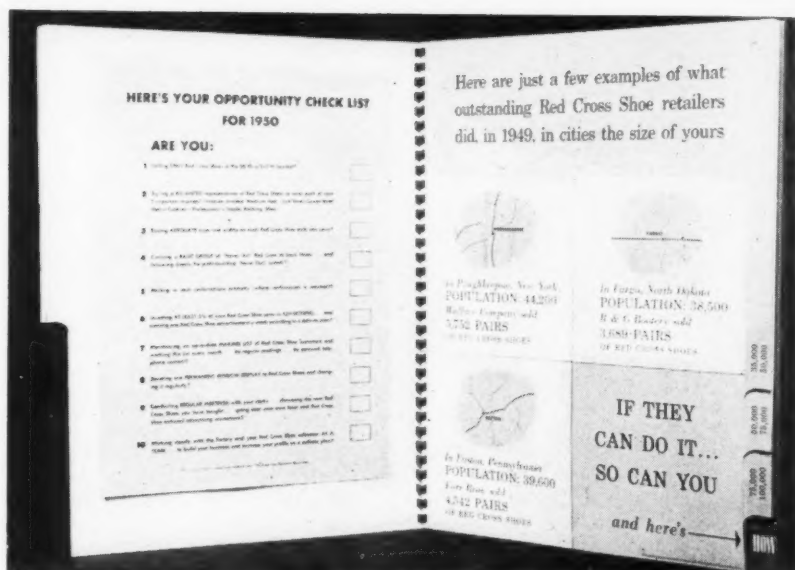
AMPRO CORP.
(A General Precision Equip. Corp.
Subsidiary) 2835 N. Western Ave., Chicago
18, Illinois

Please send me the time-saving, cost-saving
facts on using the Ampro Tape Recorder in
business.

Name.....

Address.....

City.....Zone....State.....

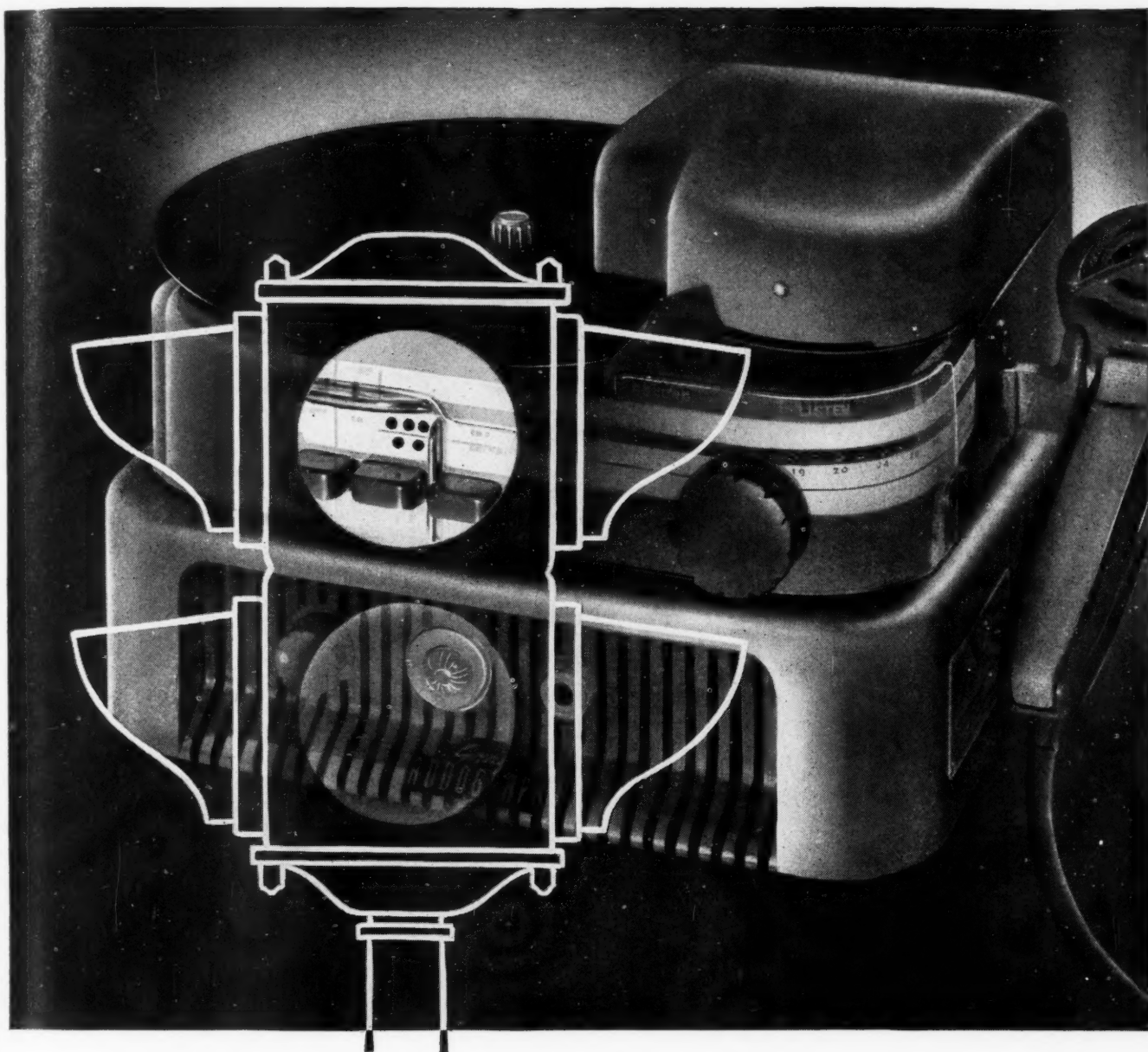


Lots of Sales Tools—Con't.

OPPORTUNITY DEMONSTRATOR: United States Shoe Corp., Cincinnati, provides its salesmen with an arresting device to arouse dealer interest in market potentials for Red Cross shoes. It is in two parts. One is a calculator, manipulated like a slide rule, with windows revealing figures. The salesman works it in such a way as to show in two slots (1) population of the prospect's city, (2) number of pairs of Red Cross shoes sold the previous year. When he does this, automatically in the third slot appears the percentage figure showing how much volume could be increased. For example, a dealer in a city of 10,000 who sold 1,100 pairs would see in the "potential" window the figure 36%.

By way of backing up these claims, the firm equips its salesmen with a spiral-bound portfolio giving performance records for specific stores in three towns or cities in each population range from 5,000 up to 75,000. Thus, a store in an Iowa town of 3,750 sold 1,421 pairs. To substantiate these case histories, there are photostats of letters from buyers or store-owners, fitted into a pocket in the back of the book. Also in the back of the book is a pad of "opportunity check lists" (We mounted one on a blank page of the portfolio shown in the photo above so it would be visible.) which give dealers a merchandising plan for increasing sales. The salesman can tear one of these out, fill it in as he talks with his prospect, and show what the retailer needs to do to improve his volume.

According to Alfred Gerd, sales manager for United, presentations built on these tools attracted the attention of top management in many stores and made possible the development of a vigorous program to improve merchandising at the retail level.



Traffic light for dictation!

There's a red and green light on your secretary's GRAY AUDIOGRAPH...so she can't get tangled up when she's putting your words on paper. You press a key while dictating; the lights flash later. The red light flashes to warn her of approaching corrections; the green light for ends of messages.

Versatile GRAY AUDIOGRAPH can increase your office output up to 30%.

Simply *soundwrite* sales reports, memos, conferences, correspondence — anything! You dictate at your convenience; your secretary transcribes at hers. Result—you're both free for other important work.

Operation is easy, thanks to single-lever control. Flip left to record, right to listen. No fussing with arms or needles. Relax and think out loud. One

featherweight plastic disc holds an hour's dictation. You can file it or mail it at ordinary letter rate. Resurface it for reuse up to 50 times. That's economy!

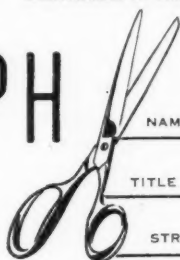
AUDIOGRAPH is tops with secretaries, too. Tone control allows full treble-to-bass range... keeps your voice clear and resonant. Send the coupon for full particulars. No obligation whatsoever.

Dictation is easier—with AUDIOGRAPH!

Gray
AUDIOGRAPH

AUDIOGRAPH sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Company, Ltd. Abroad: Westrex Corporation (Western Electric Company export affiliate) in 35 countries.

TRADE MARK "AUDIOGRAPH" REG. U. S. PAT. OFF.



The Gray Manufacturing Company, Hartford 1, Connecticut
Send me Booklet 10-T "Manpower—starts with YOU!"

NAME _____

TITLE _____

FIRM _____

STREET _____

CITY _____



Lots of Sales Tools—Con't.

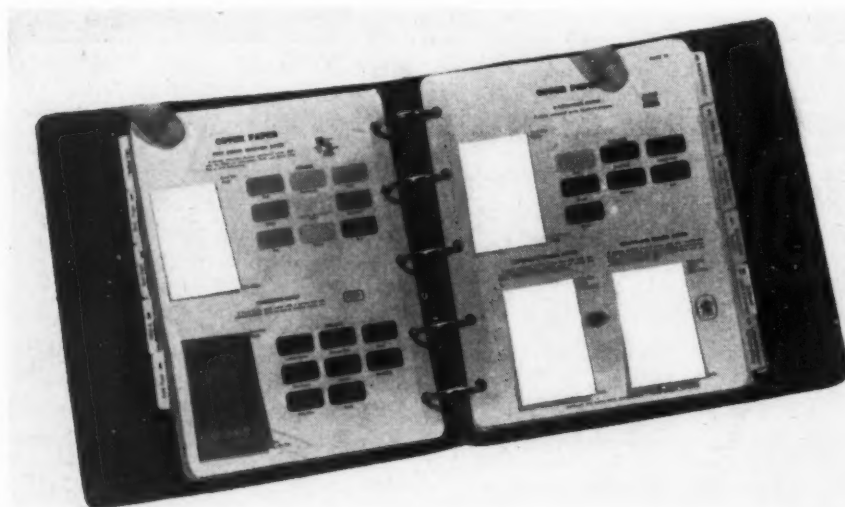
THE PROSPECT HAS A CHOICE: Although Fruehauf truck bodies are line-production jobs, the company offers a dozen or more options to purchasers with reference to certain features: several different kinds of rear door arrangement, for just one example. The problem: how to get salesmen to visualize, both for themselves, and their prospects, the variations offered and how each will look in a finished job. The answer was found in the development of a cardboard model kit.

The photograph above shows the materials from which the models are constructed. In the assembled kit the truck body and chassis are already set up, and the body is packed with eight packages of imprinted matches. The matches are only a give-away . . . they have no further significance in the use of the kit materials.

The big sheet at the bottom of the photograph shows side and rear design options, any one or more of which can be detached (they're partially cut out so no scissors is required) and

applied, with adhesive on the back, to the set-up model. One of these is about to be placed in position in the photo. Since the adhesive used is Kleenstick, any salesman can, if he chooses, "peel off" one optional sketch and substitute another for it. The idea: to be able to leave with the prospect a model that shows exactly how the finished truck will look in the style in which he wants it. The salesman can even use the figures (shown at the bottom on the option sheet) to mount the price of the model the buyer is considering right on the model itself.

To check effectiveness of the model as a sales tool, Fruehauf home office asked salesmen to send in reports of three calls on which they had used the model as the basis of the sales presentation. These reports were studied with such comments as, "Prospect was better able to decide how he wanted his truck body built" . . . "Says it was just like backing a truck up to a dock" . . . "Customer impressed with the ease with which we can change the specifications of our body."



EVERYTHING THE BUYER needs to know about paper supplies—current prices, general information and actual samples—can be instantly brought before the customer's eyes with this indexed "Encyclopedia of Paper," now used as a selling tool by Butler Paper Co., St. Louis, Mo. Timesaving and compact, the loose-leaf unit does away with need for representative to carry along bulky price books and unwieldy sample materials when approaching prospect. Replacement sheets can easily be inserted to keep Encyclopedia's pages clean and up-to-the-minute. Manufactured by The Heinn Co., Milwaukee.



TRANSPARENT EASY-TO-EXPLAIN working model of valve is used by Nordstrom sales engineers to demonstrate function and inner details of cut-off equipment used on pipelines and pumping systems. About three inches tall, model is cast of plastic, can be placed on desk of prospect and operated like an actual valve.



Who me?

"Why, I get around my territory a lot easier by Greyhound!"

"Anyone with a sales territory as varied as mine needs the most efficient travel he can get.

"That's why I like Greyhound. There are plenty of schedules . . . they leave at convenient hours . . . they take me direct to small towns, industrial centers, and big cities throughout my territory.

"What's important to me, I save time on each call . . . and I save myself, too! No long hours behind the wheel. No driving strain. By Greyhound, I just sit back in an easy chair—and arrive right at the spot—on the dot!"



GREYHOUND



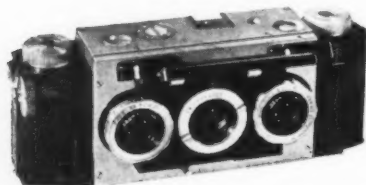
but you should see Stereo-Realist Pictures!

SALES MANAGERS! Service Managers! Field Service Engineers! Stereo-Realist is absolutely the most useful photographic tool ever presented to American business. Photographs that actually show a person, a place or a product *exactly as is in real life . . . in true 3rd dimension* — in real-life color in life-size images! More amazing still, it does so on low-cost 35 mm film.

This is no idle sales talk. It's fact backed up by present day users—machine tool and automotive companies, research laboratories, tractor and farm implement manufacturers, real estate dealers, dress and candy manufacturers. Their products are being **SOLD** right now using this new, fascinating approach. It's ideal to get and keep a bored customer's attention. It's the most perfect service-training method short of working on a product itself.

For more information on this new low-cost business help, see your commercial photographer or write **DAVID WHITE Co., 385 W. Court Street, Milwaukee 12, Wisconsin.**

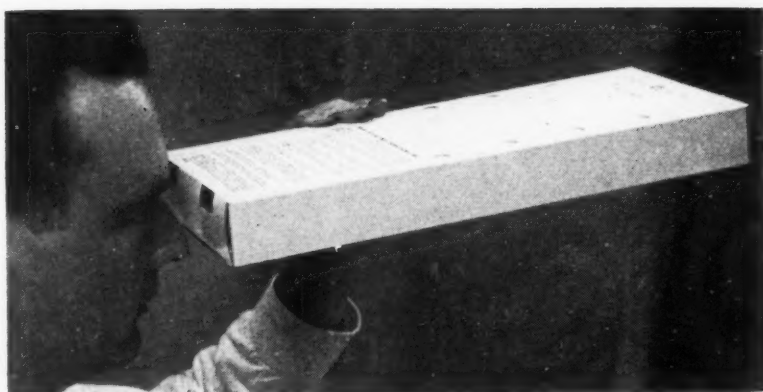
Camera and Viewer \$182.25
(Tax Inc). Priced according
to Fair Trade Practices.



STEREO Realist

The Camera That Sees The Same As You

Stereo-Realist Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee



Lots of Sales Tools—Con't.

MINE LIGHTING DEMONSTRATOR: The prospects: mining engineers and others interested in mine production and safety. The vendor: Lamp Department, General Electric Co. The object: to demonstrate efficient mine-lighting methods. The gadget is a simple cardboard box in which the two-section interior represents two mine haulage ways, one with white walls, one with dark. Holes in the side of the box, admitting light, represent lamps spaced at 10-foot intervals. To the viewer it quickly becomes evident that visibility in the white-wall shaft is much higher than in the other, thus emphasizing a point of major importance: that whitening with rock dust or whitewash is the equivalent of adding 15 times more artificial light. Copy on the box goes further into the subject of principles of effective mine lighting. Though introduced as a means of selling to mine owners, the demonstrator is being used in the 34 sales districts of the G-E Lamp Department to sell other markets. It is used, for example, to explain the importance of light finishes on walls, floors, etc., to secure the best results in industrial, commercial and home lighting.



SIGHT-SELLER: Once upon a time a Devoe & Raynolds branch manager, with a unit like this under his arm, went out to call on three prospective agents for Devoe products. He sold all three. Since then the use of the tool has spread to other Devoe branches. It's a ring-slide binder which converts into an easel demonstrator at the flick of a thumb. When closed it looks like an ordinary looseleaf notebook. The sales story is presented in pictures or placards or both . . . housed in clear acetate envelopes which form the "pages" of the "notebook." The salesman begins his presentation by placing the book opened, flat, on the prospect's desk; then he flips up a standing panel, concealed in the back cover, to prop the pages up into easel position. A similar sales aid is used by Paper Art Co. to sell plates, cups, paper napkins, etc. Sight-Seller by Remington Rand Inc., New York.



like California without the

BILLION DOLLAR VALLEY OF THE BEES



Are you getting the right response from California? Hardly — without *inland* California, the Billion Dollar Valley of the Bees. You miss one of the West's most active markets — with nearly as many people as Los Angeles... more buying power than San Francisco and Portland combined... three-times-higher retail sales than Seattle.*

Yes, to put yourself over in California, you *do* need the Valley. So it pays to use the solid *local* papers that independent Valley people read and heed.

They are the three McClatchy papers—The Sacramento Bee, The Modesto Bee and The Fresno Bee. Each one reaches 9 out of 10 families in its ABC city zone... half the families in its ABC trading area. Together, they cover the whole 500-mile Valley as do no other newspapers.

*Sales Management's 1951 Copyrighted Survey

THE SACRAMENTO BEE • THE MODESTO BEE • THE FRESNO BEE

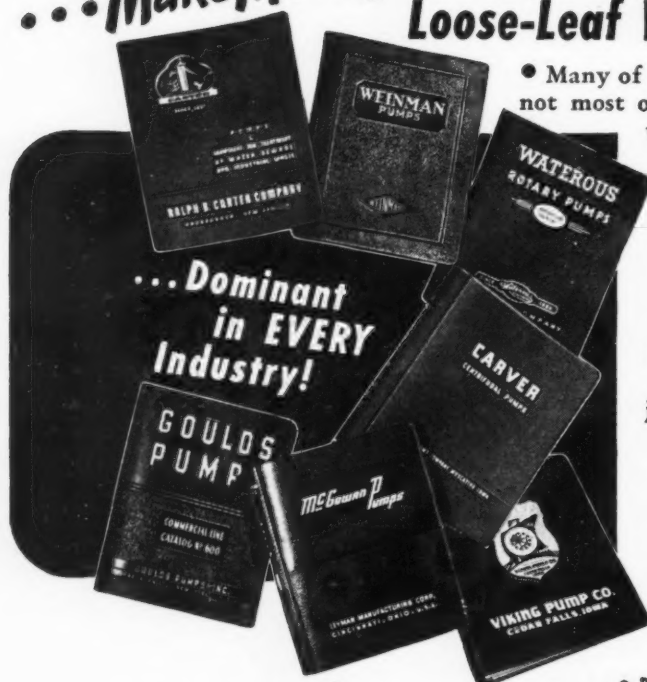


McClatchy Newspapers

National Representatives... O'MARA & ORMSBEE, INC.

New York • Los Angeles • Detroit • Chicago • San Francisco

...Make More Sales with HEINN Loose-Leaf Binders



...Dominant in EVERY Industry!

• Many of your suppliers—if not most of them—probably use Heinn Loose-Leaf Binders to help make sales to you. This is a reasonable claim, since practically all leaders in every industry use Heinn Binders.

Custom-styled, job-planned Heinn Binders can help you step up your own sales . . . at the lowest operational cost per unit per year. Write for the complete story.

- CATALOG COVERS
- PRICE AND PARTS BOOKS
- SALES AND INSTRUCTION MANUALS
- PROPOSAL COVERS
- PLASTIC TAB INDEXES

HEINN
MILWAUKEE



THE HEINN COMPANY

324 W. FLORIDA ST., MILWAUKEE 4, WIS.

ORIGINATORS OF THE *Loose-Leaf* SYSTEM OF CATALOGING

Selection
Pricing
Weights
Comparison
Demonstration
Operation
Correlation
Conversions
Proportions
Estimating
Payroll
Measuring
Visualization
Sizing
Counting
Data
Scheduling
Calculating
Roots
Squares
Cubes
Deviations

Designers and Manufacturers of every conceivable type of calculating device to assist in the marketing of your product

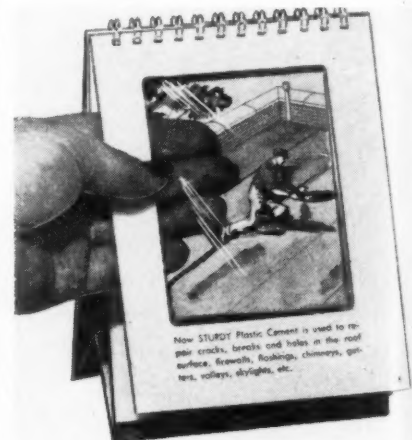
GRAPHIC CALCULATOR COMPANY
633 Plymouth Court
Chicago 5, Illinois
WABash 2-6863

Evaluating
Computing
Navigating
Resistance
Pressures
Identifying
Locations
Scoring
Percentage
Budgeting
Auditing
Rating
Dimensions
Formulating
Signaling
Recording
Speeds
Rating
Capacities
Fitting
Listing
Volume
Area

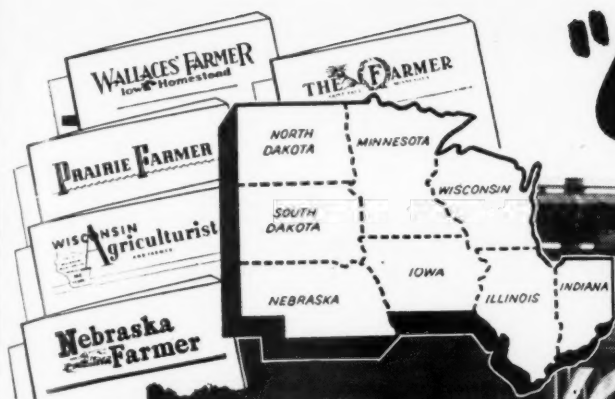


Sales Tools—Con't.

TOUGHIE: Salesmen for Executone Corp. (office communication systems) are toting a demonstrator whose weight has been considerably lightened because it's housed in a case made of a new synthetic called Royalite. The case weighs only 5½ lbs. The pretty gal isn't doing what she's doing for fun: She's demonstrating the ruggedness of the case. Case by Durable Formed Products, Inc., New York.



LITTLE GUY: This one's pocket-size. Sponsored by American Lubricants Co., Dayton, it shows the step-by-step process for converting a dirty, leaky roof into a clean and leak-proof roof. With this presentation the salesman needs only three minutes to show a prospect how easy it is for one man to do the re-roofing job. This tool has been in use, with minor changes, for six years. By X-Ray Visual Sales Method, Inc., Chicago.



"U.S. Choice"



1,267,706 MIDWEST UNIT FARM PAPER SUBSCRIBERS RAISE 92% MORE CATTLE THAN NATIONAL FARM AVERAGE

From the feed lots of the Midwest 8 states, where cattle from the ranges are fattened for the market, come a large majority of the steaks marked "U. S. Choice."

In this richest of farm markets are more than

25,750,000 head of cattle. It's the market served by the five locally-edited publications of the Midwest Farm Paper Unit whose 1,267,706 subscribers raise 92 per cent more cattle than the national farm average.

It's the "U.S. Choice" Market for Sales to Farmers

A U. S. Bureau of Census survey offers convincing proof that the Midwest 8 states are the U. S. Choice market for products and services you have to sell to farmers. Get the Census Bureau facts to analyze your sales potential here. Let Midwest Unit Farm Papers—the publications that are a 3-to-1 choice over any national farm magazine—help you realize that potential. Midwest Unit advertising is a one package proposition—one order, one plate at a substantial savings in rates.

MIDWEST OFFICES AT
250 Park Avenue, New York... 59 East
Madison Street, Chicago... 542 New Center
Building, Detroit... Russ Building, San Fran-
cisco... 1324 Wilshire Boulevard, Los Angeles.



MIDWEST Farm Paper UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER

OCTOBER 15, 1951

Sales Tools made to fit your Selling Needs

Want to tool up sales
with a bright promotion idea
... develop a sales promotion plan
... prepare a catalog that sells?

Then take a look at what we have done
for others (see photo Concertone
Record Album) ... see how easily you
can take advantage of our creative and
production help ... without disturbing your
advertising agency arrangements.

Phone PLaza 3-9182 or drop us a line.
We'll arrange to talk to you
at your convenience.

D. B. Hopkins Co.
SALES PROMOTION ... CATALOGS
400 Madison Avenue
New York 17, New York



The Greatest Easel Ever Built

Designed for use with the large paper
writing pad—which we stock. Also ideal
for great big charts, small charts and flip-
over charts. Folds up in a jiffy.

Manufactured exclusively by

ORAVISUAL COMPANY, INC.
68 Jackson Street Stamford, Conn.
WRITE FOR DESCRIPTIVE CIRCULAR



Lots of Sales Tools—Con't.

RIGHT BEFORE YOUR EYES: A problem-solver is this portfolio which displays the properties of "Lumaside," siding material made by General Building Products Co., Milwaukee. In 11 pages of copy—with photographs of representative homes on which the siding has been used—the purchaser is able to see a remodeling idea take shape and find out in advance what his refurbished home will look like.

It is no longer necessary for salesmen to spend long hours taking prospects on tours of jobs. Salesmen report that use of a visual presentation in selling siding materials to home owners makes the job easy and effective.

The portfolio photographs are examples of every type of architecture and owners can easily find a picture which is similar to the house they contemplate remodeling. Copy accompanying the photographs is brief ... easy to read.

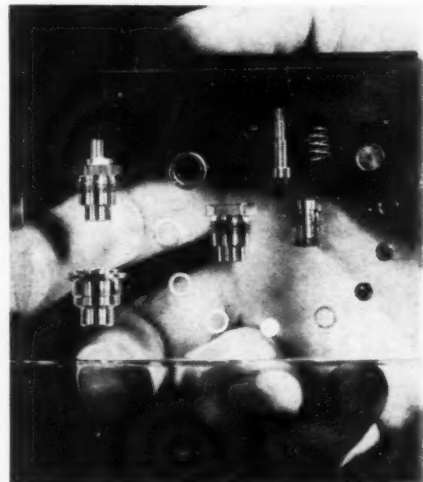
C. W. Peckharsky, general manager, says: "We had hoped that some enlightened manufacturer would produce sales material that would be helpful to retail salesmen in presenting a product to home owners, but none was forthcoming ... We therefore decided to produce our own ... We attribute much of our successful promotion of 'Lumaside' to our use of the portfolio. It has proved to be just what is needed."

"Visi-Kit" by The Burkhardt Co., Detroit.

PRECISION IN PLASTIC: Delicate parts of Parker Pen Company's Flaminair butane cigarette lighter float in this Lucite block in the sequence by which they're fitted together to form a valve hidden in the lighter. Representatives demonstrate quickly and visually with it to impress prospects with the lighter's precision. Plastic block weighs 7½ ounces. Parker reports results are "highly satisfactory" wherever the transparent block has been put to work.

(More Sales Tools ...

... on following pages)



Tell it to Kimberly-Clark

An idea exchange service for
advertisers and buyers of printing

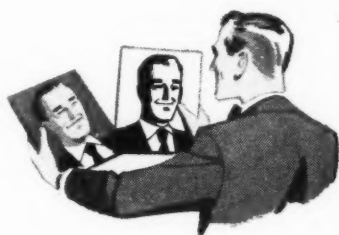
X-Ray booklet shows product's "insides"

Want to make the inner construction of your product interesting and easily understood? We found the X-Ray Visual Sales Method most successful—a 5-page acetate booklet which demonstrates the step-by-step construction of our Sealy innerspring mattress. We have used it as a pocket demonstration piece for retail salesmen. And, although somewhat more expensive than the usual booklet, it could be used effectively for direct mail, too. Now, when customers ask "Why is your mattress better (or more expensive)?"—we can show them!

J. R. Lawrence, Advertising Manager,
Sealy, Inc., Chicago, Illinois

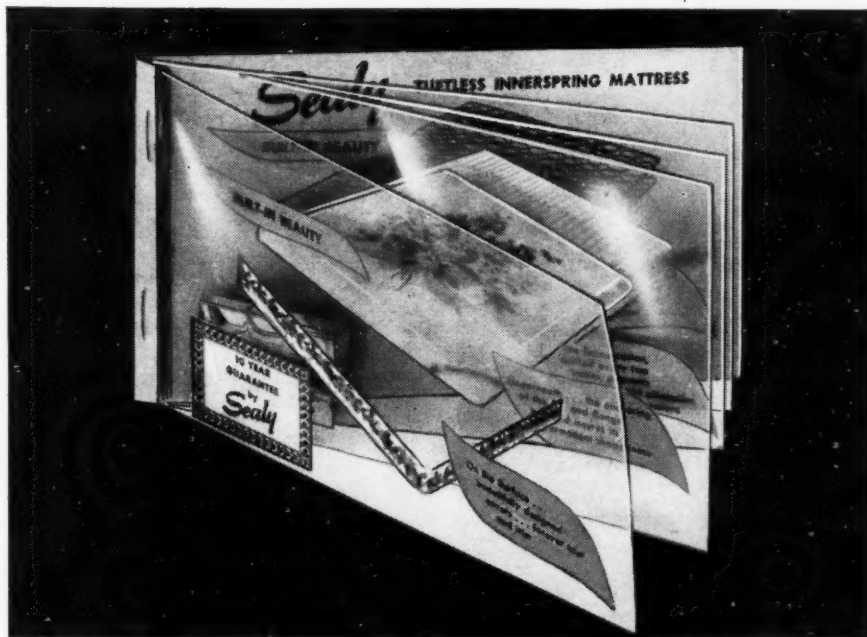
Converts photograph into line drawing

If you have a photograph of strongly contrasting tones that define form ($\frac{3}{4}$ view of a man's face), it can be converted into a "postery" line drawing at



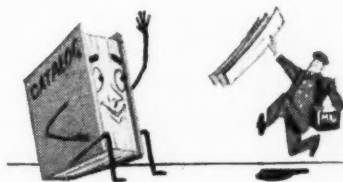
very low cost. Simply make a "contrasty" stat of the photograph to eliminate many middle values. From that, make a line cut on zinc and tell the engraver to "let it come." The result is a line proof that retains the original's photographic character; that has interestingly textured shadow edges. To interpret the photograph as accurately would otherwise require an extremely capable artist. Experience will tell where certain "key form" edge areas may need to be defined in the photostat to hold intelligibly in the zinc.

Clarence N. Johnson, Art Director,
Reinke, Meyer & Finn, Chicago, Ill.



Keep your catalog up to date!

Last fall when printing our 164-page photo supply catalog, we anticipated a flood of price changes in the ensuing months, and provided a 1-inch blank column on the outside edge of each page headed "Latest Data." Then periodically as required, we mailed out a sheet of 16 perforated gummed stickers covering the new prices. Even new items are included on these stickers by providing a small thumbnail sketch and a brief description. In this way we have



protected our original investment in an expensive catalog by keeping it useful and up to date week by week.

Ray Lambert, Advertising Manager,
Hornstein Photo Sales, Inc., Chicago, Ill.

Do you have an item of interest?

Tell it to Kimberly-Clark!

Any item of interest pertaining to advertising or printing is acceptable, and becomes the property of Kimberly-Clark. For each published item, a \$50 Defense Bond will be awarded to the sender. In case of duplicate contributions, only the first received will be eligible for an award. Address Idea Exchange Panel, Room 139, Kimberly-Clark Corporation, Neenah, Wisconsin.



As paper is still on allocation, please help prevent the shortage from spreading further. And remember—you add crisp freshness and sparkling new sales appeal to all printing jobs—at less cost, with less waste—when they're done on fully-coated Kimberly-Clark printing papers. Use them whenever possible.

Kimberly-Clark Corporation NEENAH, WISCONSIN



Quality Machine-Coated Printing Papers

Hifect* Enamel Lithofect* Offset Enamel Trufect* Multifect*

* U. S. PAT. OFF.

OCTOBER 15, 1951

107

IT'S LIKE COLOR TELEVISION



AT THE POINT-OF-SALE

- * Continuous slidefilm projector
- * A real sales door opener
- * Shows 20 pictures at 6-second intervals
- * Your continuous Salesman
- * Takes only 1 sq. ft. of counter space
- * For stores, lobbies, conventions
- * Portable—weighs only 18 lbs.

WRITE FOR BROCHURE SM-10 "SHOPPER STOPPER"

The Harwald Co., Inc.
1216 Chicago Ave.
Evanston, Illinois

THE MODERN BLACKBOARD

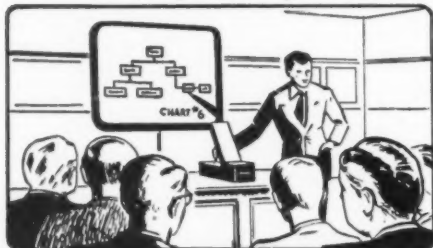


Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For
Teachers
Lecturers
Demonstrators
Training
Instructors

For use in Schools, Churches, Offices, Clubs,
Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

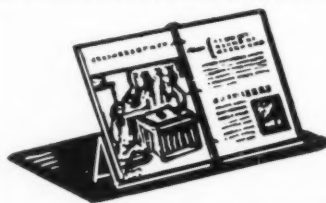
The price of Screen Scriber is \$61.00. For more complete details, illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA



Lots of Sales Tools—Con't.

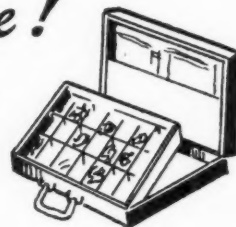
IF MILADY IS PUZZLED about colors for re-tailoring her kitchen, Vikon Tile Corp., Washington, N. J., can help her with this colorscope which shows 384 combinations of 29 colors in which Vikon steel and aluminum tiles are fabricated. Called the "Vikolorscope," it can be used as a counter display, or put to practical application in solving kitchen and bathroom color problems for home decorators. Colored tile slides are inserted against the actual background, in miniature of a room scene, permitting fast, flexible demonstration in a true-to-life setting. All Vikon dealers have it.



Tell More! Sell More!



Follow the trend to more and better sales tools—equip your men with something more than conversation! Sell the prospect through his eyes as well as his ears.

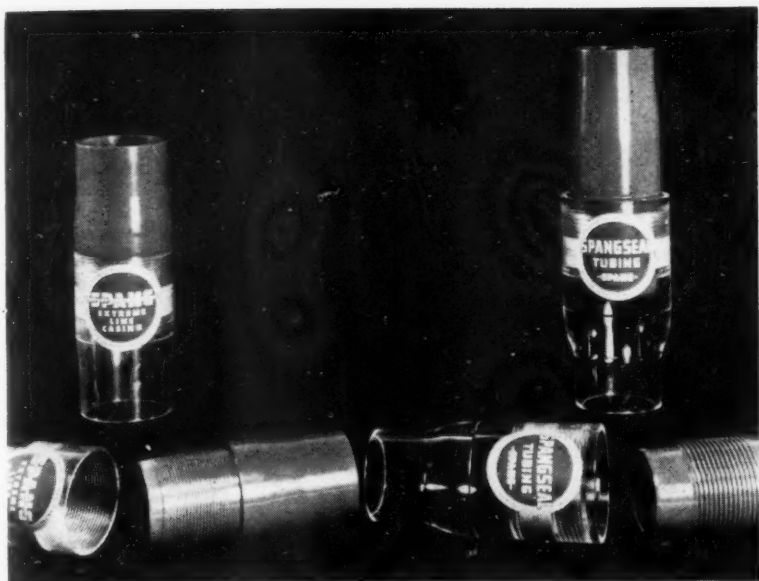


Ask for folder on
stock and special
sales tools.



Sales Tools, Inc.

1224 WEST MADISON STREET
CHICAGO 7, ILLINOIS



TRANSPARENT MODELS of The National Supply Company's leakproof pipe connections help demonstrate the accuracy of the product. Models are used exclusively by company personnel to show prospects how pipe threads mate with inside surfaces to produce a tight-fitting joint. The transparency feature brings into full view pipe threads, casings and shows contact of tapered surfaces brought under pressure when the joint is made up. Advantages of machine-tooled connections can thus be emphasized on prospect's desk. Plastic models are drinking-glass size, made in National's own shops. Pittsburgh.

(Sales Tools ends on the following page)



model 115
Tape Recorder

RETAILS AT
\$144.95

A tool . . . a friend . . . a teacher
... the EICOR TAPE RECORDER
offers you the ultimate experience in sound reproduction.

Ask for a demonstration
at your nearest radio
and television dealer.

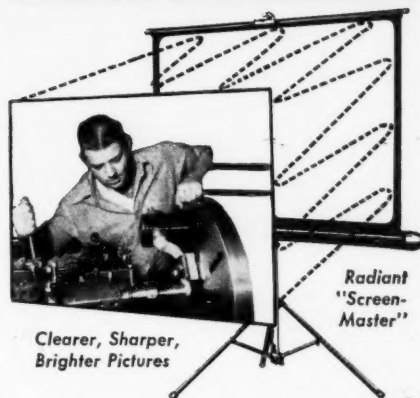
Address inquiries to:
Department TR.

Eicor, Inc.



**1501 W. CONGRESS ST.
CHICAGO 7, ILLINOIS**

More Reflecting Power!



**because of Radiant's
million mirror**

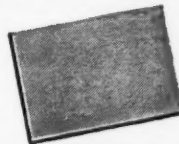
Glass-beaded
screen

Radiant's exclusive process gives you millions of efficient mirrors that reflect light *powerfully* instead of absorbing it. As a result — your pictures fairly leap from the screen with startling realism, added brilliance, new clarity and depth.

A Radiant Screen means a more effective, a more deeply impressive showing always. There's a Radiant Screen for *every* need.

Send for FREE Sample

Ask your dealer for demonstration. Send coupon for free sample of Radiant "Million Mirror" screen fabric.



RADIANT **Projection Screens**

Radiant Mfg. Corp., 1237 S. Talman, Chicago 8, Ill.

Send me free sample of Radiant "Million Mirror" Fabric—and brochure on Radiant line.

Name

Address

City Zone State

(My dealer's name is)

"Baby" Cars Help Chevvie Dealers Show All Models and Colors

Going a couple of steps beyond the usual use of scale-model cars, which have become popular display pieces and give-away items in the automobile industry, Chevrolet Motor Division of General Motors Corp. has made available to its dealers a complete "line" of such models, together with a number of ingenious props and ideas for using them to advantage.

The Chevrolet line of miniature models is called a "Color Kit" and includes 12 authentic miniatures which represent the seven basic body types and 12 colors in the actual Chevrolet 1951 line. The kit enables a dealer to demonstrate all body types and all available colors, even though he may not have all of them in his salesroom, frequently the case in

small dealerships or among others when cars are scarce.

The props are attention-getters designed to make the most effective use of the models for display purposes.

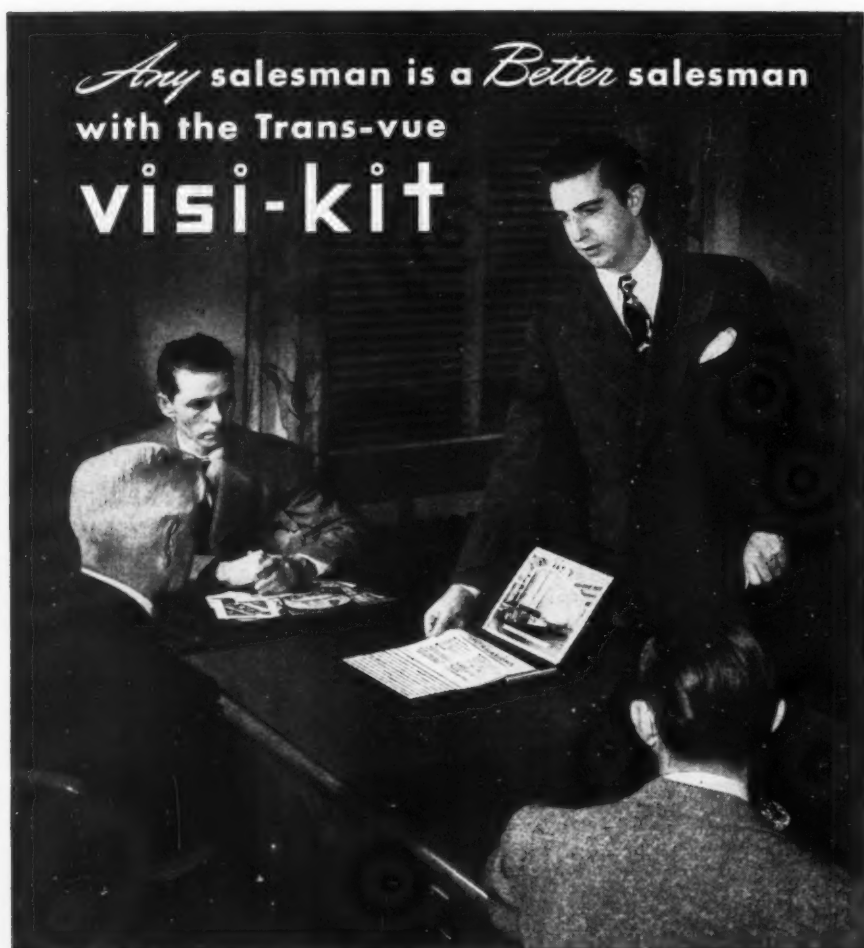
Basic unit of the props is a small turntable which provides motion and may be used to display current model body types. For use with the turntable, display materials are made available each season.

The first display, introduced in September, 1949, represented a gaily-decorated, six-sided theater made of lithographed cardboard and equipped with special lighting. Each model was spotlighted just as it reached the center of the stage.

For the 1951 model two activated displays and one stationary one are provided. One of them is a seven-sided pylon, lithographed in colors to provide scenic backgrounds for the seven miniature cars which ride around on the turntable at its base. The models are of the seven basic body types. The dealer selects the desired colors from his kit of 12.

The miniature cars are made of tough plastic which is said to be many times stronger than that used in most models of this kind. Scaled 1 to 25, they are replicas of Chevrolet cars and include unusual details such as bumper guards, the name Chevrolet on hub caps, and even the corrugations on the simulated headlamps. The name of each color or color combination is stamped on the top.

In addition to their uses for display and novelty purposes, the miniature cars have a practical feature which makes all who receive them want to keep them: Each model is a toy savings bank, complete with key. Dealers order them in quantities to be used as permanent reminder gifts to customers and prospects.



Sales Managers . . . Ad Men . . . Sales Promotion Men . . .

VISI-KIT is one of the best sales presentation binders we have produced in nearly 40 years of specialization. Hinged **TRANS-VUE** pockets take photos, proofs, drawings, specs., display matter, back to back; deliver quick, clear, pre-planned presentation; Visi-Kit **NEVER** fumbles, never forgets, never muffs the punch-line; **ALWAYS** tells complete, accurate, dramatic story the way **YOU** want it told. Sturdy, compact, dignified and . . . **EASY** to use. Quickly saves its cost in non-spoilage of sales material alone.

*Send for
Free Folder
and Prices*

Burkhardt

Burkhardt Bldg., 545 West Larned • Detroit 26
BINDERS TO AMERICAN BUSINESS



PAGE A PSYCHOLOGIST: Why are almost all human beings, big and little, so fascinated with miniature models? Chevrolet capitalizes this interest to provide a three-way sales aid for dealers.

Worth Writing For . . .

Booklets, Surveys and Market Analyses Useful to Sales Executives

"My Teacher Says . . ." A booklet published by State Teachers Magazines, Inc., which gives latest official figures on public school enrollments. Total 1951-52 estimate is 26,126,000, with most of the increase over 1947-48 in grades 1 to 7. By 1960 it is estimated that more than 37,000,000 children will be in school. About 90% of all people in the U.S.A. go through public school. "What they're exposed to," the booklet points out, "during the 12 years between first grade and high school graduation is reflected in their opinions all the rest of their lives . . . Business can supplement the teachers' knowledge with factual examples of how industry and products have been developed, and how they serve the interests of all of us . . ." There are figures on the teachers' influence on school children's and parents' buying habits, on school purchases, and what teachers contribute to the travel market. Included is information on the 44 state teachers magazines, and how they cover the entire school field, together with a breakdown of their circulations. Write to Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 307 N. Michigan Ave., Chicago 1, Ill.

"Industrial Markets for the '50s:" Published by *Modern Industry*, it is an executive guide to sales planning and action in the 90 key industrial markets—with an all-county tabulation. Based on the "bull's-eye" concept (that 12% of the nation's plants are responsible for 79.1% of the nation's dollar value added), it is divided into three sections: (1) a breakdown of the U.S. market into 90 major marketing areas, analyzing the 20 major industrial classifications by bull's-eye plants and other plants, showing the dollar value added for each area and variations from 1939; (2) a complete listing of counties and states with their bull's-eye plants and dollar value added figures; (3) a fold-out chart showing 90 key marketing areas—broken down by number of bull's-eye plants in each industrial classification. Write W. B. Cecil, Promotion Manager, *Modern Industry*, 400 Madison Ave., New York 17, N. Y.

What'll You Have?



Beaverite makes all sorts of binders for all sorts of purposes — catalogs, technical manuals, instruction and engineering — proposals. And its famous "Bestex" material lasts and lasts and lasts, and always looks good. Prices? Ask anybody. An art department to help you with layouts if you say so. All of the practical looseleaf metals—the best in decoration. Tell us your requirement — we'll send samples and quotations promptly.

BEAVERITE PRODUCTS, INC.

56 DE WITT STREET, BEAVER FALLS, NEW YORK

Looseleaf Covers, Ring, Swing-O-Ring, and Multo, in BESTEX Artificial Leather and Paper Cover Stocks; also Acetate Tabbed Indexes. To Your Order.

Need Ideas on your company CHRISTMAS GIFTS?

In case you missed it, we'll be glad to send you a free reprint of our October 1st feature on Christmas gifts for customers and associates, including illustrations of 23 suggested gifts and "10 simple rules for gift giving in business."

Ask for a free reprint of "*When A Corporation Says Merry Christmas to Its Friends*" and address your request to SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

The ABC's of Effective Sales Letters:

How to Start a Letter...When to Stop

BY CHARLES BURY,
Correspondence Consultant

Let's not bore people with corny, or historical, or slow-witted opening sentences. Like the first five seconds of a salesman's presentation, the take-off either commands attention or loses it. The close is almost equally important.

Your first sentence can be the most important one in the entire letter. If it "clicks" — the reader reads on. If it is flabby, weak — the letter sails into the wastebasket, or at best is read begrudgingly.

First sentences are usually the biggest trouble makers. The letter writer is wondering how to begin. While he is thinking, he mumbles such

phrases as "In reply to your letter of November 12th, regarding the matter of . . ." and then goes on to give a long rehearsal of what the other letter said.

What's happening? The dictator is scratching his head mentally as he searches for a beginning. Meanwhile the letter is cluttered with meaningless and wasteful words. Here are

some faults to avoid:

1. Don't rehash the letter being answered:

Weak: "This will acknowledge receipt of your letter of April 14 in regard to Order No. 68941, in which you asked about the additional handle to go with this equipment. In reply, wish to say . . ."

Wordy, woozy, wasteful! This first sentence tells nothing the reader doesn't know already. He knows what he said in his letter. He doesn't care about the date it was written. (If he does, he can look it up.) He wants to know when he'll get the extra handle. So don't waste time. Just begin.

Better: "The handle you asked about is being rushed to you today."

2. Don't highlight the date:

Sometimes the date of the letter has to be mentioned. If so, don't highlight it. Give it a secondary position. Give the action first.

Weak: "In reply to your letter of April 22, in which you asked for a copy of the bulletin . . ."

Better: "Here's the bulletin you asked for in your letter of April 22."

Sometimes you can mention the date and omit the fact that you received a letter — and thus make a further improvement. For example:

Instead of "Thank you for your letter of June 10 in which you ordered . . ." try "That was a dandy order you gave us on June 10. Our hearty thanks . . ."

Make your first sentence stand up on its hind legs and sell. Plunge right in. Try to say something interesting, positive, or gracious. Remember, first impressions are lasting impressions.

Next in importance to your opening remark is your parting shot. This is the last and *most remembered* impression the reader gets. Make it count.

The typical business letter closes with something like:

"Trusting we may have this valued business, we remain . . ."

"Hoping this meets with your approval . . ."

"Anticipating an early reply, we are . . ."

These endings are anemic. Spineless. They leave the reader flat.

If you want the reader to do something, tell him so in plain English. Say:

"Send us your check today and your order will be shipped Thursday."

"Just put your 'Okay' on the bottom of this letter and return it to us in the postage-free envelope."



YOUR SALESMEN . . . MR. SALES EXECUTIVE . . . are sales specialists. Their specialty is selling your product to your prospects.

WE ARE SALES SPECIALISTS, TOO. Specialists in writing, planning, designing and production of printed selling material that ENTHUSE the salesman, INFORM the prospect and CLOSE the sale.

33 YEARS OF SERVING firms like those shown and many, many others equally well known to you, presume our fitness and ability for this work.

WHETHER YOU NEED 10 or 10,000 presentations we offer you the benefit of our 33 years of experience in serving top sales executives.

YOU CAN BENEFIT by our ideas and service. And conserve your time and energy. Why not have us show you several idea-stimulating examples of our work and explain our service?

ADVERTISING, SALES PRESENTATIONS, POINT OF PURCHASE SELLING TOOLS for 33 years

Sales
X-RAY VISUAL METHOD, INC.
35 EAST WACKER DR. CHICAGO 1 PHONE: RA 6-3844

The group with the

SUNDAY PUNCH



that punches

sales



sales



and more



sales

Your products are exactly as good as consumers believe them to be...
and it takes a lot of pre-selling through advertising in top markets
to establish and maintain brand preferences.

FIRST 3 Markets Group offers you the FIRST Sections of the FIRST Newspapers
of the FIRST 3 cities of the United States.

And, in these Sections, the finest Rotogravure and Colorgravure reproduction
assures you maximum package and production EYEidentification.

For maximum sales at minimum advertising cost use...



The group with the Sunday Punch

FIRST 3

MARKETS GROUP

New York Sunday News
Chicago Sunday Tribune
Philadelphia Sunday Inquirer

Rotogravure • Colorgravure
Picture Sections • Magazine Sections

New York 17, N. Y., News Building, 220 East 42nd Street, VANDERBILT 6-4894
San Francisco 4, Cal., 155 Montgomery Street, GARFIELD 1-7946

Chicago 11, Ill., Tribune Tower, SUPERIOR 7-0648
Los Angeles 17, Cal., 1127 Wilshire Blvd., MICHIGAN 0578

What Brand is he Pushing?



You can get a reliable check on retail dealer activities

● You'd like to know what brands the dealers are pushing—but you can't visit all the stores to find out.

You can get a reliable check on retail dealer activities anywhere in the United States by using an ACB service. Brand preferences are reflected in newspaper advertisements, and ACB can furnish you all the details.

This and other important information is revealed in detail by ACB's Research Reports as it appears anywhere in daily newspaper advertising.

ACB Dealer Tie-In reports have been used by leading merchandisers for many years. They are made to your own specifications as to information or areas covered. Catalog of services sent executives on request.



Send for Catalog

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)

538 S. Clark St., CHICAGO (5)

16 First Street, SAN FRANCISCO (5)

161 Jefferson Ave., MEMPHIS (3)



**The
ADVERTISING
CHECKING BUREAU
INC.**

Don't Be A Word Rambler!

Don't be a word rambler. Don't try to sound "business-like" by using involved words and phrases. Use short, natural words whenever possible. You'll cut the length of your letter, it'll sound better, and the other person will get your ideas quicker.

The l-o-n-g way

Confirming our telephone conversation . . .
All that is necessary for you to do is . . .
In the normal course of our procedure . . .
We have discontinued the policy of . . .
Therefore we ask that you remit \$. . .
In accordance with your request . . .
Will you please arrange to send . . .
We are of the opinion that . . .
In the most careful manner . . .
In the meantime . . .
Due to the fact that . . .
In view of the fact that . . .
At a later date . . .
Will you be good enough to . . .
At all times . . .
At which time . . .
In regard to . . .
Reduce to a minimum . . .
In the near future . . .
In view of the above . . .
In the amount of \$. . .
In accordance with . . .
Inasmuch as . . .
In order that . . .
Under date of . . .
In the event of . . .

The shorter way

As agreed by phone . . .
Just . . .
Normally . . .
We no longer . . .
Please send \$. . .
As you wished . . .
Please send . . .
We believe that . . .
Carefully . . .
Meantime . . .
Because . . .
Later . . .
Please . . .
Always . . .
When . . .
About . . .
Minimize . . .
Soon . . .
Since . . .
For \$. . .
As . . .
As . . .
So . . .
On . . .
If . . .

"Fill out the application and return it to us today, and your policy will be in force the first of the month."

Sometimes no action is required, but you want to leave a "good taste" as the last part of the letter. Try something like:

"We're always glad to be of service."

"It's always a real pleasure to serve you."

"When we can help you, let us know."

During the holiday season, many letter writers add a friendly touch by closing with such remarks as "Best wishes during the holidays" or "Seasons greetings and our best to you."

Here is a simple device that adds power to your closing sentence—dated action! Instead of:

"Please let us hear from you at your early convenience."

"We would like to hear from you soon."

"May we expect to hear from you in the near future?"

Say:

"Please let us hear from you by May 1."

"Won't you let us hear from you by April 28?"

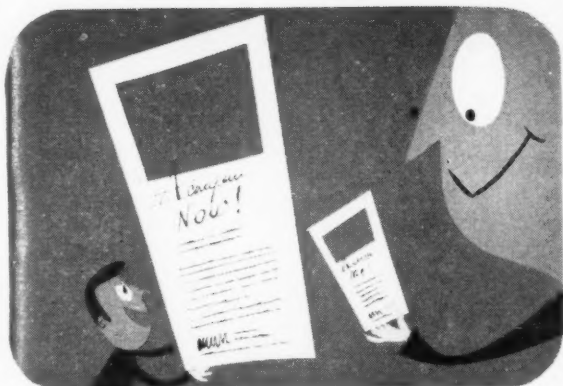
"May we have your reply by next Wednesday?"

Instead of a vague request for a reply—make it specific. Set a definite time limit in the reader's mind. You will increase your returns by one-third.

Do not "Thank in advance." This is considered trite and presumptuous. "Thanks" or "Thank you" are considered good form, however.

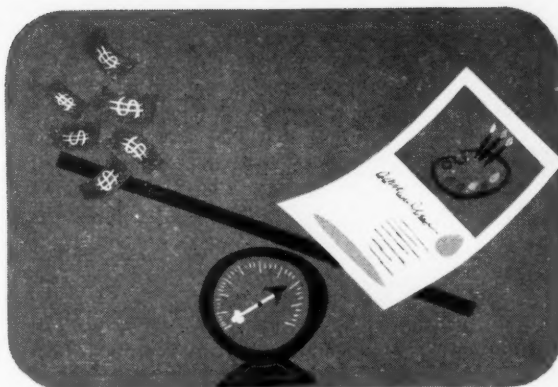
Keep the closing sentence short—like the closing remarks in a conversation. Remember, many short letters do not need special closing sentences. If you can't think of a good closing sentence—say nothing. When you come to a stop, come to a full stop.

(This is the fourth of a group of articles on better letters by Mr. Bury. The earlier ones appeared in the issues dated September 1 and 15, and October 1. Another will appear in the November 1 issue.—The Editors.)



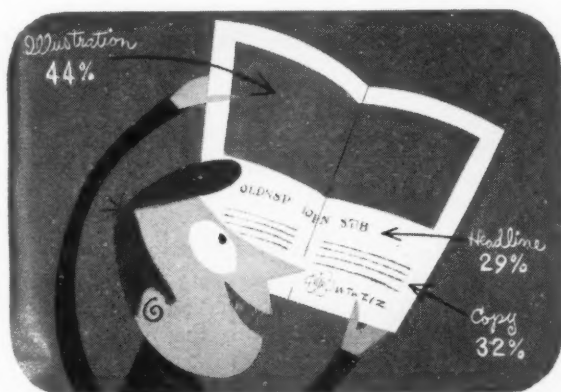
2. How big should your ad be?

Size can pay off: In 61 advertisements studied in one magazine, 5 out of 7 spreads made the "first 20" group. But a small ad will get read if it's good. The ARF studies show you the readership of hundreds of ads—by size.



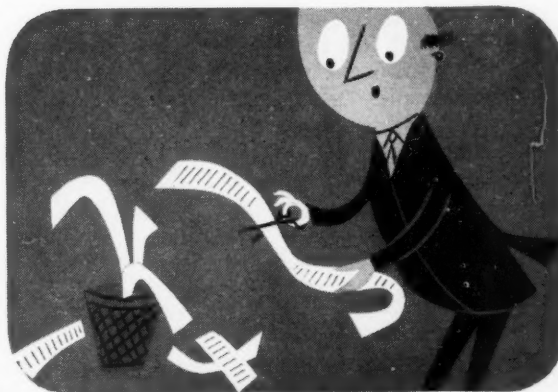
3. Is color worth the cost?

Put it this way: 41 of the top 60 ads . . . those that got the highest readership ratings . . . were in color. The ARF studies give you the readership record of scores of color ads . . . and a comparison with black-and-white results.



5. Do big pictures help?

Illustrations consistently outpulled all other elements in attention value, in every magazine studied. But good copy ran a fairly close second. In the ARF studies, you can check picture performance—find out how to get stronger picture impact.



6. Should copy be cut short?

Not if it has important help or information to give. Some long copy ads were much better read than short ones. From the readership ratings of actual ads, you can see just how much copy business paper readers will read . . . and what kind.



8. Do the readers have buying power?

Indeed they do: 77% of the readers of the four publications surveyed directly recommend or influence purchases . . . and, of these readers with buying power, 80% generally specify the make or brand.

more help from ABP...

yours for the asking

WHAT CAN A BUSINESS PROFITABLY DO WITH ITS 23¢ TAX DOLLAR?

Here's the latest ABP service piece. It's a folder that outlines five possible means of using today's profits. It weighs the advantages of each in terms of present and long-range gains. This clear-headed analysis may help you to decide what *your* business should do.

And have you read . . .

Copy that Clicks . . . second printing of a booklet that tells you how to write copy that succeeds with business paper readers.

Wartime Guide . . . helpful if you're running into the problems created by a mobilized economy.

Hit the Road . . . fourth printing of a popular formula for checking the effectiveness of your advertising—in advance—whatever its objectives.

PUBLICATIONS

Founded in 1916

The group of ABC-audited paid-circulation publications working cooperatively to improve further the service of business papers to their readers . . . and to help advertisers use the business press more effectively.

Leading Advertisers Look for Larger Sales

Half of those surveyed by ANA plan to boost ad budgets. Pillsbury's president urges sales-minded top management. Research Foundation expands. Nunn is ANA chairman.

A "general feeling of sales optimism prevails in almost every industry group" in the Association of National Advertisers, M. L. McElroy, ANA vice-president, told the association's 42nd annual meeting in New York, September 24-26.

Answers to various questions in this survey, which Mr. McElroy presented as "A 12-Year Cycle of Advertising Expenditures," were obtained from one-sixth to one-fourth of ANA's 500-company membership.

Of the 82 companies "guesstimating" 1952 sales, he said, almost 70% expect increases; 20% no change; 10% a decline. Fifty per cent of these same companies plan to increase advertising budgets.

In most industry classifications, he

showed, "the percentage of sales spent for advertising has declined" since 1939.

The defense program thus far has affected relatively few ad budgets. These chiefly are among industrial companies, where they resulted in "reductions averaging slightly more than 11%." Among all advertisers—despite a marked increase this year in share of production going to government contracts—"the degree of product shortage has increased only slightly." Few themes have been switched from "straight selling."

The ANA elected Wesley I. Nunn, advertising manager, Standard Oil Company (Indiana), Chicago, to be chairman of the board, succeeding Albert Brown, The Best

Foods, Inc., New York. J. Ward Maurer of Wildroot Company, Buffalo, was elected vice-chairman. Paul B. West, president, starts his 20th year as executive head of ANA.

In a keynote address Philip W. Pillsbury, president of Pillsbury Mills, Inc., Minneapolis, emphasized the growing sales responsibilities and opportunities of top management.

Management that can move in on the sale, he explained, "moves into leadership." Whatever other problems top management may face, "the sale must be made before anything else can be done." Management "must mold its course to the point of sale.

"Make the Sale" First

"Once you accept the principle of having to make the sale before anything else . . . you form new concepts and attitudes toward the role of advertising."

Mr. Pillsbury urged:

1. That advertising—from product development to national distribution—be geared into the whole selling operation;
2. That the amount of advertising be proportionate to the sales goal, and
3. That relations with the advertising agency be close and constructive. The agency should have full information about the company and its sales policies and objectives and be given full responsibility for its part in achieving the objectives.

"Advertising—properly planned, properly executed and geared to the total sales effort," he said, "is indispensable to the modern 'selling president.' And unless thorough sound advertising sales are made effectively, no company can establish modern employe relations practices, continuous plant modernization, or long range research and product development."

But some top managements still may require "educating."

Sterling J. Hiles of Remington Rand Inc., New York, told how this company's advertising executives justified larger expenditures.

Although total dollar advertising expenditures nearly quadrupled in the last decade, there was an increase of only 3% in the share of total sales costs devoted to advertising. This was accompanied by a "19% decrease in cost per dollar of sales."

With the help of several charts,



You're sure to get readership!

Want more people to know your sales story? Tell it in Parade, where ads get more readers per dollar than the same ads in *any other magazine*. (Starch-proved.) And circulation? Parade's is bigger than Life!

Put it in

parade

The Sunday Picture Magazine

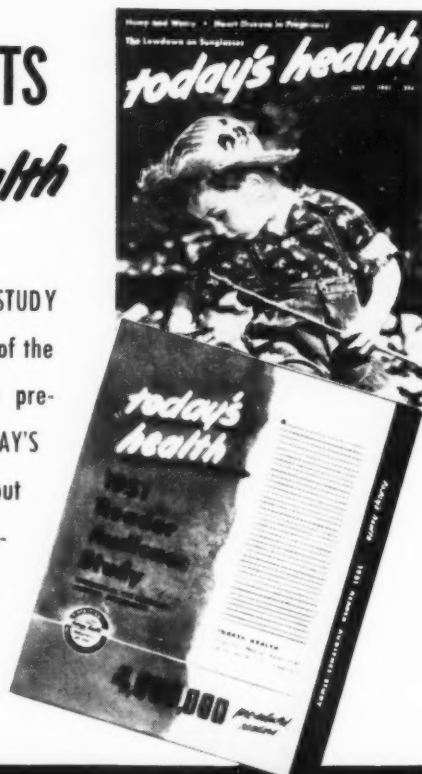
we don't cover "Detroit"
and neither does
any other
Detroit newspaper.
This market is divided
HALF and HALF
—that's why
The Detroit Times
is a "must"
on any and all
advertising schedules
destined
for the Detroit area.

*You're missing something
if you miss The Detroit Times*

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

ALL THE FACTS ABOUT *today's health*

The 1951 READER AUDIENCE STUDY gives you a complete picture of the great health-minded market pre-selected for you by TODAY'S HEALTH. Get the facts about TODAY'S HEALTH before completing your 1952 schedules.



today's health

A PUBLICATION OF
AMERICAN MEDICAL ASSOCIATION
535 N. DEARBORN ST., CHICAGO 10, ILL.



"GENERAL AUTO" GIVES YOU THREE WAYS TO CUT YOUR FLEET COSTS



PLAN A
Fleets of 100 or More
Cars with
Low Annual
Mileage

39.50
MONTH
PER CAR

PLAN B
10 or More Cars
25,000
Miles or
More Annual
Mileage

3 1/2¢
Low as
PER MILE

PLAN C
10 or More Cars
Popular
Plan Used
by Many
Firms

49.50
MONTH
PER CAR

**BRAND NEW 1951 FORDS,
PLYMOUTHs, CHEVROLETs**
FLEETS OF 10 TO 1000 CARS FOR IMMEDIATE DELIVERY
INCLUDING GAS & OIL

Includes License Plates; Replacement in Case of Fire, Theft or Serious Damage; New Cars Every 12 Months.
"General Auto" rental plans cost less than salesman's mileage allowance or company owned cars. A special plan can be developed to meet any need.

Now Serving RCA, F. W. Dodge
U. S. Hoffman Machinery Co., Koppers Coke,
and many other national firms

HIGHEST PRICES PAID FOR YOUR PRESENT CARS

Write, Wire
or Phone



GENERAL AUTO RENTAL CO.

COAST-TO-COAST

HAROLD B. ROBINSON • Livingston 8-5000

6600 N. BROAD ST., PHILA. 26, PA.

here's how Remington Rand's advertising people presented their story to top management:

"The price index, the measure of inflation, is up to 171—but our sales are up 381% over 1940. Sure, our total advertising bill, at 395%, has risen faster than our sales. But it's still only 103% of . . . prewar, in relation to sales. We've put 28% more of our selling expense dollars into advertising." But this helped to cut selling expense "19% below the prewar par," and resulted in a "50% increase in operating income per dollar of sales."

The advertising program, in fact, should be sold at all company levels.

Salesmen's Views on Ads

Reporting on a survey of salesmen's attitudes toward national advertising, Donald B. Hause of Armour & Co., Chicago, chairman of ANA's Merchandising of Advertising Committee, concluded:

"1. 'Local advertising' is a subject on which our men need help;

"2. Salesmen in general have a good understanding of national advertising—but we are not giving them the information and tools with which to make the most use of it."

The findings were based on the first 626 replies to a questionnaire sent to a total of 1,600 salesmen of 36 participating companies in the food, drug, automotive, appliance and other industries.

Ninety per cent of these salesmen regard national advertising as "very important"—in creating demand for products, helping to gain dealer support, and building company prestige.

Media these men consider "most effective" are weekly magazines, which received 37% of first place votes; television, 22%; newspapers, 14%; women's service magazines, 4%. Daytime radio won no first place and only 4% of second place votes. Sunday supplements also ranked low—probably, Mr. Hause said, because "the salesmen are not familiar with this medium."

He noted a "pretty strong hankering on the part of most salesmen for local advertising"—because it "creates demand locally," "reaches the immediate market" and "concentrates advertising."

Replying to another question, many salesmen said they want more local, co-op and TV advertising.

Nine-tenths of the salesmen would like to be able to show dealers their company's advertising programs in



"While you're waiting, would you care to glance through one of our pre-war price lists?"

advance of publication. About 40% do "not think they know all they ought to know about their company's advertising."

More than 60%—ranging from 81% in beverages to 37% in industrial—regard point-of-purchase displays as helpful in building sales. The average salesman would spend 60 cents of each advertising dollar in national, 25 cents in local and 15 cents in store display advertising. Their p-o-p preferences, in order, are interior displays, packaged literature for store distribution, and window and exterior displays.

Failure of many advertisers to learn department store needs and problems, said Maurice B. Hirsch, John Shillito Company, Cincinnati, may be a major reason "why a lot of good advertising fails to pay off."

"Department store distribution is one of the greatest and least appreciated advertising opportunities." Department stores are "the show windows for almost all important products. A \$40-million store represents about 10 million actual transactions." Figuring "one shopper who doesn't buy for every one who does," one store provides annually "20 million opportunities to make an impression. Multiply this by the 500 biggest stores and you have a potential of 10 billion advertising impressions."

Mr. Hirsch described "the assumption that nationally advertised products are thoroughly pre-sold, and all the department store has to do is to carry them," as "pure nonsense. Your product can have an awful lot of presumed and actual consumer preference, but it's not going to pay off when consumers see your competitors' products beautifully displayed."

Advertisers must learn "how the

department store can sell your product at least as profitably as it can sell any other competitive product."

A new Advertising Research Foundation, with broader scope and backing, was announced by its chairman, H. M. Warren, Union Carbide & Carbon Corp.

Established in 1936 by the ANA and American Association of Advertising Agencies, each of which contributes to it \$7,500 annually, ARF's operations have been financed primarily by media groups involved in continuing studies of newspapers, farm and business papers, and transportation advertising.

The new ARF, Mr. Warren said, will be concerned not only with media research but with "copy, art, human motivation, techniques, habit patterns." It will be supported by the ANA and Four A's as founder subscribers, but primarily by regular subscribers among advertisers, agencies and media, who will pay—in six classes, depending on their individual advertising volume—from \$150 to \$2,000 annually. The new board of 18 will include four appointed by ANA, four by the Four A's, the immediate past chairman and the president, A. W. Lehman, and eight elected by regular members.

With media, the new ARF will give advisory opinions preceding media studies, on techniques, size of sample, etc., and will "guarantee" the field work, data and conclusions of studies made by media and independent research firms for them. It will work to develop better research techniques—may get into "radio and TV rating methods;" "magazine audience characteristics and duplication," and "how people spend their time in relation to advertising media."



Convenient

At Hotel Cleveland you'll be convenient to anywhere you'll want to go in Cleveland.

Hotel Cleveland is directly connected to Union Passenger Terminal, garage, Terminal office buildings.

Comfortable

Quiet, sleep-inviting rooms—all with radio, many with television.



Spirited, colorful new decorations in rooms and lobbies.



Friendly

There's a cordial, hearty welcome... gracious, attentive service to greet all who enter the friendly doors of Hotel Cleveland.

HOTEL CLEVELAND

Cleveland, Ohio





Sellout: 2 hrs, 8 min...

Yearly for seventeen years, New York couples who shake a mean foot have slugged it out in competition in local dance halls. The survivors square off at the Harvest Moon Ball, a large and gaudy event which fills Madison Square Garden to its eyeballs with the dance lovers and people who just come. The winners get gold medals, gift certificates, a paid engagement in show business, and clippings to show their grandchildren. The News Welfare Association spends the proceeds in good works.

Madison Square Garden was signed up for the HMB on September 12...the same evening Messrs. Robinson and Turpin were scheduled to assault each other in the presence of 60,000 inflamed sports lovers at the Polo Grounds. And TV, the air conditioned movies and saloons, churches, and young love would operate as usual.

If any large portion of the available 18,000 HMB seats remained unsold, Madison Square Garden might become the favorite charity of the News Welfare Association—a contingency too horrible to contemplate. So there was some question of changing the date of the Ball.

Not so, said Bill Fritzinger. The show must go on, or words to that effect. As Fritz has promoted such events since The News was a "gumchewers' sheetlet" (*Time*, ante 1930), the date stood. And the Madison Square Garden announced tickets would go on sale promptly at high noon Sunday, August 26.

ABOUT 3 pm Saturday, August 25, two members of the Manhattan Traffic Squad noticed an unseemly assembly on Eighth Avenue

1 AM
DAYS
RING CO.
9 ST.
28064
TY 98





in front of the Garden. People kept popping out of cars with camp chairs, blankets, lunch boxes, and set up housekeeping on the sidewalk.

Accustomed to visiting firemen, the MTS men courteously advised the misplaced picnic party to break it up, and leave peaceably. And learned that the sidewalk squatters were only waiting for Harvest Moon Ball tickets to go on sale!

While the MTS considered calling the wagon, the crowd kept growing. The officers gave up, and started keeping order. By noon Sunday, a line of 1,700 four abreast, ran down Fiftieth Street and around on Ninth Avenue.

The Garden ticket windows opened at noon, with HMB ducats priced at \$3.25, 2.00, 1.50 and 1.00. Limit four to each customer, to discourage any scalpers ...Working at top speed in shirtsleeves, the box office was clean at 2:08 pm — fastest sellout in the Garden's history.

One of the reasons for the fast sellout was that the garden had only 7,500 seats. The wily Fritzingher had sold 11,000 by mail beforehand ...in fact, had orders for 8,000 tickets by

March 30—a good five months before the event! *(And already had on hand more than 1,000 orders, totalling 5,000 seats for the 1952 HMB!)*

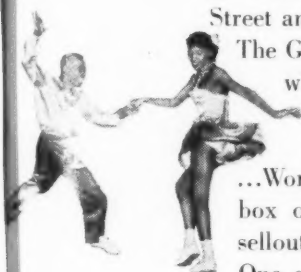
So Robinson and Turpin notwithstanding, the HMB was packed to the eyeballs again... Attendance 18,151. Gross receipts \$35,955.11.

IT IS NO secret that The News reaches lots of dance fans, as Arthur Murray found out in 1922...same year Gimbels and Lever Brothers learned this paper had a lot of customers, too!

For anybody with anything worthwhile to sell, The News delivers the largest customer audience—because it has the largest audience to deliver...more than twice the circulation of any other New York newspaper daily or Sunday.

It is a great advertising medium because it is one of the best read newspapers, and has had the confidence of its readers for thirty years.

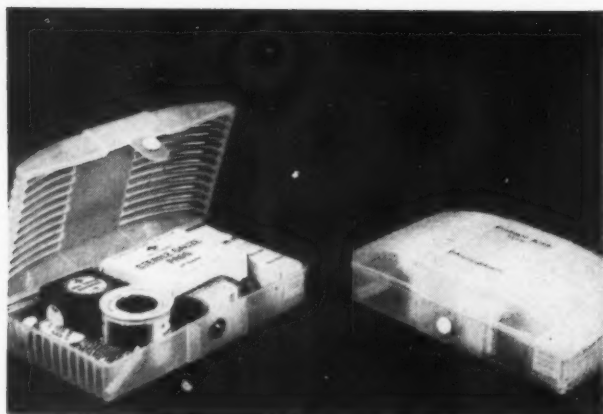
But we know of no other medium which can sell something a year before it is ready to sell! The News is not only sales insurance for today, but a selling franchise for tomorrow!...Call MU 2-1234, and ask for the Advertising Dept.



New York News

220 East 42nd St., New York...Tribune Tower, Chicago
155 Montgomery St., San Francisco...1127 Wilshire Blvd., Los Angeles

**OK 500 MILLION
2ND AVE. SUBWAY**
Estimate Board Approved



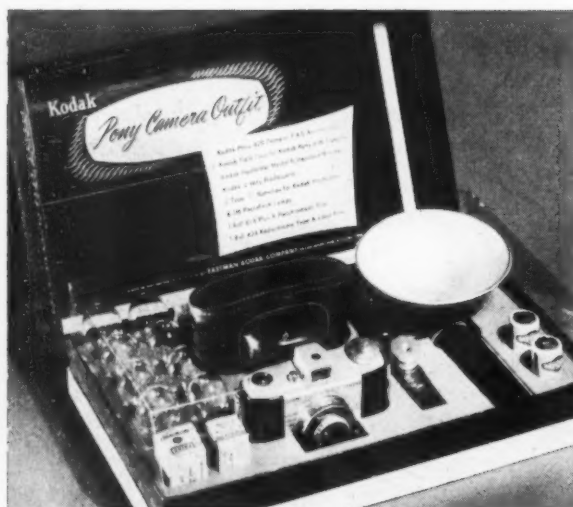
Packaging To Sell



RATTLE-PROOF CASE: Because it is molded of lightweight polyethelene, this Johnson & Johnson first-aid kit won't rattle in the automobile glove compartment. Top swings open on integrally molded hinge. Kit won't dent, is unbreakable and features unusual rigidity through plastic ribbing. Engineered by Auburn Button Works, Auburn, N. Y., styled by Egmont Arens.

PLASTIC TOOL PACKAGING: Round to conform with the gear cutter inside, this Tenite plastic box has a red opaque top and transparent bottom. Product and manufacturer identification is impressed on lid. Gear cutter rests securely within container, is immersed in protective coating before shipment. Made by The Fellows Gear Shaper Co., Springfield, Vt.

CAMERA GIFT KIT: It'll be easy to tuck this Eastman Kodak miniature camera-and-equipment package under the Christmas tree. The kit contains everything needed to make black-and-white and color photographs, including Kodak Pony 828 camera, two rolls of film, flash holder, batteries, eight photoflash lamps and a leather field case.



SALES STORY PACKAGE: The three selling points of Hubbard Shoe Company's "Magic Loop Bumpers" are clearly shown on lithographed infants' shoe carton. Retail salespeople carry carton to fitting stool where sales support may be put to work at point-of-purchase. Overwraps for package are blue, pink, gray and yellow. Product by Milprint, Inc., Milwaukee.



Wherever they're going they come to us . . .

The feeling of "let's get away from it all" makes news of travel exciting reading that for reader interest challenges the page one headlines.

The Herald-American treats Travel as big news. It offers a complete travel service and a Travel Club that smoothes the way to any destination. Every day Herald-American readers call on the Herald-American Travel Club for transportation, hotel and resort reservations. The Travel Club offers a service much appreciated by readers and particularly profitable to Herald-American advertisers.

Free membership in the Herald-American Travel Club is invited through coupon advertising such as the ad reproduced above. Membership cards are issued to everyone enrolling in the Travel Club for identification purposes. This entitles members to complete Travel Club services anytime, not only from the Herald-American but from any of the ten Hearst newspapers sponsoring these Travel Clubs. Requests for travel information are immediately relayed to travel and resort organizations by postal card (opposite) so that a direct contact can be made between the industry and "known" prospects. At the same time, an acknowledgment card (opposite) is sent to the member requesting information. This serves as advance notice that assistance has been solicited in making the member's vacation and travel planning much easier. Travel Club members are also supplied with reservations notices which they can mail to hotel and travel organizations. This assures advance and accurate knowledge of the accommodations desired by members.

This kind of reader service makes Sales for Travel Advertisers! For greater results from your advertising, plan now to be represented in each of the feature travel numbers scheduled below:

November 11, 1951 Winter Horizons
December 9, 1951 Annual Winter Number
January 13, 1952 Mid-Winter Travel Number
April 20, 1952 Western Travel Number
May 4, 1952 Spring Travel Number
June 8, 1952 Annual Summer Number



Chicago HERALD-AMERICAN

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

OCTOBER 15, 1951

127

The Gift Market in 50 Consumer Items: Some New Estimates

BY PETER B. B. ANDREWS

Former Industrial Economic Adviser, U. S. Government

Don't think of the gift market as revolving largely about holidays. It is—or should be—a year-around proposition. Gift-giving arises largely out of family life, and high marriage and birth rates are enlarging the scope of the market.

How big is the gift market?

Answer: Bigger than you think. So big, in fact, that it would be well for manufacturers to take a look at their advertising, merchandising and sales promotion to see whether they are neglecting the gift market.

The table on this page provides estimates of the total percentage of business, on various types of products, which is gift business. It should be

kept in mind that these estimates include pre-planned purchases which may be made to coincide with birthdays, graduations, anniversaries, etc. For instance, a husband may be thinking of buying a second car, but the purchase is actually brought about because he wants to arrange delivery of the car to his wife on the day they celebrate a tenth wedding anniversary.

Perfumes, flowers, cedar chests, furs, sterling silverware, and women's watches are among the items which in the majority are considered to be a gift market in these estimates. At the other end of the scale, such items as cigarettes, refrigerators, washing machines, vacuum cleaners, hosiery and hardware are among those considered predominantly non-gift items in these estimates.

In any case, the gift market is important enough in most of these items as to merit careful consideration in merchandising plans. In the past many analysts have thought of the gift market as being one totaling in the high millions; these estimates make it more logical to estimate the gift market in the multi-billion-dollar class.

A Latent Opportunity

Considering the great size of the gift market, it appears that considerably more can be done by sales promotion people to develop the latent urge for gift-giving in many items. Our tabulation on gift-sale percentages will suggest some effective advertising copy themes and the aiming of other promotional activities for this market.

Thus, there can be special-day promotions, salesmen's buttons and ribbons, gift certificates, stickers, posters, displays, reminders on wrappers, direct-mail reminders, and similar persuaders to make the most of gift-buying.

Some people think of the gift market as being merely a matter of Christmas, Easter, Mother's Day, Father's Day and a few other special days. Important as these days are for gifts, a study of the base indicates how great the underlying potential is throughout the year—in fact, every day in the year.

The great breadth of this base arises from the fact that there are so many birthdays, weddings, showers, anniversaries, graduations, Armed Service leaves, general holidays, quarrel-patchups, recognition-of-merit, and other occasions when gifts are considered especially appropriate, and

Estimated Average Percentage of Sales As Gifts

Consumer Item	% Sold as Gifts	Consumer Item	% Sold as Gifts
Mufflers and Scarfs	71%	Books (for entertainment)	22
Musical Instruments (family) ...	76	Bottle Warmers	51
Neckwear	47	Cameras (home)	38
Nightgowns	40	Candy (boxed)	47
Pen & Pencil Sets	46	Casseroles (electric)	63
Perfumes	77	Cedar Chests	80
Pianos	43	Cigarettes	11
Radios	20	Cigars	17
Refrigerators	17	Coffee Makers (electric)	62
Roasters (electric)	56	Cosmetics	29
Sandwich Grills (electric)	60	Double Boilers (electric)	66
Silverware (sterling)	87	Egg Cookers (electric)	70
Silverware (plate)	70	Electric Blankets	57
Sports Equipment (family)	56	Electric Shavers	53
Television Sets	25	Flowers	92
Toasters (electric)	58	Furniture	19
Toys and Games	86	Furs	78
Typewriters (portable)	79	Gloves	45
Waffle Irons (electric)	66	Handkerchiefs	43
Sweaters	47	Hardware	20
Sport Shirts	40	Hosiery (women's)	21
Washing Machines	21	Hosiery (men's)	17
Watches (women's)	77	Jewelry	52
Watches (men's)	54	Liquor	15
Vacuum Cleaners	23	Luggage	46
Automobiles (new)	27%		



Bugs to you!

But to the wheat farmer the pests more or less depicted above are bad business, especially this season. So SUCCESSFUL FARMING editors wanted to tell farmers how to handle them.

Each species calls for a particular treatment. But before treatment, the farmer must identify the particular insect to be treated. Much to our amazement, we found that no color pictures of the wheat pests were available, not even in the archives of the Department of Agriculture. The situation called for careful first hand field research.

Dick Hanson, an associate editor, persuaded Maynard Reece, expert illustrator of the lower life forms, and Assistant Museum Director of Iowa State Department of History, to come to Kansas wheat areas. There Dr. R. H. Painter, eminent entomologist, was engaged to point out the bugs. With his pencil and palette, Reece

worked in the fields where the bugs were working.

And a recent issue of SF presented the finding, the first comprehensive collection of the ten most prevalent wheat pests, life size and in full color ... with comprehensive directions for terminating their specific careers.

Of major importance to the wheat farmer in reducing losses and raising yields, this article is typical of the timely aid of SUCCESSFUL FARMING to its business men readers in the country's largest industry.

Farming is manufacturing . . . employing ideas of the laboratory, test plot, agricultural experiment, scientists in many fields . . . as well as manpower, machinery, labor-saving devices, modern management . . . to grow more crops, poultry, livestock . . . yield higher profits and lower costs.

The manufacturer's wife keeps pace with constantly rising living standards, selects styles, patterns, and designs in furniture and furnishings . . . chooses tv, food freezers, ironers, ranges, other labor-lighteners adding

to leisure . . . is a major prospect for all better quality merchandise.

Best class market in the U.S. . . is the SUCCESSFUL FARMING audience . . . with more than a million circulation concentrated in the 15 agricultural Heart states . . . the nation's best farms with the best soil, crops and livestock, most machinery, greatest investment in buildings, highest yields and income. The average SF subscriber's earnings easily are 50% higher than the U.S. farm average.



Mostly missed by general media, the market is deeply penetrated only by SUCCESSFUL FARMING . . . giving high readership, wide influence based on nearly a half century of service. With record crops, current sales opportunities are enormous. Ask the nearest SF office for all the facts.

MEREDITH PUBLISHING COMPANY, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.

How one ad opened up Eastern markets for kitchen appliance

First advertising on the Eastern Seaboard for an inexpensive—69¢—kitchen appliance was a full-page advertisement in The New York Times.

The advertisement had a two-fold objective:

- 1—To obtain wide distribution in the East.
- 2—To sell the appliance to consumers...to women.

Before the advertisement ran, few stores stocked the appliance. Eight weeks after the advertisement appeared in The New York Times, most of the major department stores in the East carried it. And many of those same stores ran their own ads during that period, featuring the product.

Sales? The advertising agency on the account reported that some 300,000 units were moved into the East before the ad appeared. Within a month an additional 150,000 were ordered by stores in the area—from Maine to the Carolinas.

"Needless to say both our client and we are eminently satisfied with the results," the agency's president declared.

You can spark this same kind of sales jump with your advertising in The New York Times. Advertising in The Times reaches a mass audience—but one with above-average incomes, tastes and buying inclinations. This unique combination has made The New York Times first in advertising in the world's first market for 32 years.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

these are spread throughout the year.

There are now, for example, over 150,000,000 birthdays each year in the United States. They are as certain to recur as the sun and the rain; yet, a very large percentage of the population does nothing more about them than to express the wish that there will be "many more of them." The main point is that everyone has a birthday and that these birthdays are spread fairly evenly, with no great variation from month to month during the year.

Even among marriages, though there is a spring-seasonal bulge, it is not heavily disproportionate, with all other months being important, too. This fact may best be evidenced by taking a normal pre-Korean-war year like 1947 and taking the marriage rates on an annual basis per 1,000 estimated mid-year population—the most logical approach to sound figures.

Marriage License Rate Per 1,000 Population (For Year 1950)

January	12.4
February	12.6
March	11.4
April	13.5
May	14.8
June	19.3
July	13.4
August	15.2
September	15.6
October	13.7
November	13.5
December	13.3

There is a jump in June, it is true, but every other month through the year is important, too. The marriage market has been tremendous, as indicated in the following figures of marriages in recent years:

U. S. Total Marriages

Year:	
1950	1,669,934
1949	1,579,798
1948	1,811,145
1947	1,992,354
1946	2,291,045
1945	1,612,992
1944	1,452,394
1943	1,577,050
1942	1,772,132
1941	1,695,999
1940	1,595,879

This represents a total of 19,050,732 marriages over these years. A large percentage of these marriages have yet to be satisfactorily housed and outfitted, representing a rich gift market.

Many married couples are living doubled up with relatives and friends. They are of great marketing significance, in that their needs for household equipment have not been much more than dented. They will want to complete their furniture lines; they will buy rugs, refrigerators, kitchen cabinets, stoves, dishwashers, electric irons, toasters, television sets, vacuum cleaners, clocks, coffee makers, air conditioning sets, oil burners, washing machines, automobiles, accessories, and the gamut of household supplies generally.

Not only the marriages themselves, but the showers and parties leading up to the marriages are logical "gift-time." Showers outnumber weddings because there are usually several preliminary to the average modern wedding, and they, like the weddings, are distributed throughout any normal year.

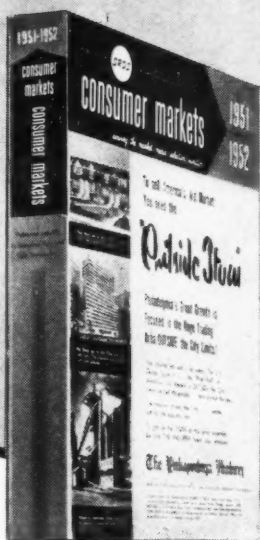
Weddings Make Business

Not only are family formations important in analyzing the gift market, but the existing number of married couples and families are of significance, since their wedding anniversaries are such appropriate times for gift presentations.

The delineation of this market is a little difficult because of the several recent changes in definition by the Bureau of the Census. A married couple is now simply considered a husband and wife living together. The Census count as of April 1, 1950, was 35,320,000 married couples, compared with 28,516,937 as of the April 1, 1940, Census. That is a gain of 6,803,063, or 23.9%, but the aggregate figure does not indicate all of the anniversary market for gifts, since some husbands and wives are widows or widowers and are not living as married couples.

Thus, they are to be found in families, and that is the most important of the variety of figures around, since the term "families" is so extensively used. A "family" is newly re-defined by Census as a group of two or more persons related by blood, marriage, or adoption and residing together; all such persons are considered as members of the same family.

As used in the 1950 Census, the term "family" is not comparable with that used in the 1940 Census. The new definition incorporates some im-



the NEW consumer markets

can help you answer questions like these

Important new marketing information in the new 1951-1952 CONSUMER MARKETS

Individual Commodity Sales broken down by types of retail outlets; number of stores of each type handling each of 13 different commodity lines; total sales by store types.

City-and-vicinity maps for every city of 100,000 or more population show city and retail trading areas; spot newspapers, radio and TV stations.

Data for all cities of 5,000 and over and for smaller cities having a daily newspaper or radio station.

Map showing principal cities of 168 Standard Metropolitan Areas, with statistics.

Ranking data for top 300 industrial counties and all cities of 50,000 or more population . . . ranked 14 ways: By populations, and households. By total retail sales. By retail sales: per household, per capita, food stores, general merchandise stores, apparel stores, home furnishing stores, automotive stores, filling stations, building material and hardware stores, eating and drinking places, drug stores.

Plus the new, easy-to-use tabular arrangement of county and city data arranged for easy comparison between one city or county and another.

On sales analysis:

- Is City "A" a better market for your product than City "B"?
 - How do retail sales compare?
 - How do "wages paid" compare in the two cities?
- Who is doing a better job, Salesman "A" or Salesman "B"?
 - What about total sales in their respective areas?
 - Which territory is growing faster?
 - Are their territories too big? Too small?
- Is Smith the best dealer you can get in Baltimore?
 - What are total retail sales in the city?
 - How does this break down per capita?
 - How does Jones do in a comparable area?
- What types of retailers sell Product "A"?
 - How big a factor are department store sales?
 - How many lumber yards carry Product "A"?

On advertising plans:

- What trade promotion is required for Product "A"?
 - Which retail outlets sell the most?
 - How many such stores are there?
 - Should you advertise to other types of dealers?
- Which areas deserve special advertising?
 - Which states? Which counties? Which cities?
- Is the Southwest a good market to develop this year?
 - How are retail sales per capita? per family?
 - Are industrial wages increasing in the Southwest?
 - What area of the country is comparable?
- What are the best test areas for various products?

You have the new 1951-1952 CONSUMER MARKETS . . .

. . . if you subscribe to the SRDS media books. Open your new copy right now. Fix in your mind the comprehensive array of accurate, up-to-date market data, arranged to help you do a scientific job of market analysis and media selection in the shortest possible time.

Note to Sales Executives: Don't blame your advertising agency if they are reluctant to lend you their up-to-date copy of CONSUMER MARKETS. They'll be using it every working day—and some weekends! Of course, if you are a subscriber to the SRDS media books, you have a copy. If not, you can get one of your own for only \$10.00. Or, in combination with "CM Analyst" (a monthly Market Analysis Service), \$15.00 a year for both.

consumer markets

*The comprehensive single source
of authoritative market data*

PUBLISHED BY STANDARD RATE & DATA SERVICE, INC.

WALTER E. BOTTHOF, PUBLISHER

333 North Michigan Ave., Chicago 1, Illinois
New York — Los Angeles — London

SRDS

Get wider distribution quickly

TWA's "SKY MERCHANTS"

*offer 4-engine, all-cargo service
coast to coast every night!*

Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

*Except Saturday & Sunday

All TWA flights carry
Air Mail and Air Cargo

TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA



Wanted SALES VICE PRESIDENT

\$35,000 to \$50,000

Leading manufacturer of industrial components has excellent opportunity for an outstanding Sales Manager. Must have strong administrative experience in directing nationwide sales, preferably with a company selling to manufacturers. Age 38 to 48.

This position will appeal to an aggressive and ambitious sales executive desiring to associate himself with a profitable and well managed firm with annual sales in excess of \$25,000,000. Opportunity for liberal stock participation. Replies will be treated in strict confidence. Box 2814 Sales Management, 386 Fourth Ave., New York 16, N. Y.

portant changes which were made at the request of users for more meaningful statistics on families.

For 1950 the new definition would exclude about 4,000,000 household heads with no relatives in the household who would have been classified as families under the old definition, but it includes a number of groups that would not have been classified as families under the old definition. On this basis, there were 38,788,000 families in the United States as of April 1, 1950. That represents the scope of the family gift market.

Within the families there are all ages of boys, girls, men and women and babies, calling for a wide range of gifts from infant rattles to walking canes for the old folk. Youth, however, has the preponderant call because of the enormous birth rate of recent years (35,725,000 in the years 1940-50).

Need Gift Variety

Need for gift variety, however, is indicated in the fact that there are about 16,324,000 in the age group under 5 years; 13,241,000 in the age group 5 to 9 years; 11,361,000 in the age group 10 to 14; 10,732,000 in the age group 15 to 19; 11,327,000 in the age group 20 to 24; 12,093,000 in the age group 25 to 29; 11,601,000 in the age group 30 to 34; 11,193,000 in the age group 35 to 39; 10,058,000 in the age group 40 to 44; 8,990,000 in the age group 45 to 49; 8,274,000 in the age group 50 to 54; 7,230,000 in the age group 55 to 59; 5,950,000 in the age group 60 to 64; 5,060,000 in the age group 65 to 69; 3,425,000 in the age group 70 to 74, and 3,837,000 in the age group 75 and over.

There could be a lot of happy gift-givers and gift-receivers among all those people.

How these figures were compiled:

The group we considered best suited for establishing these percentages is the Board of Judges of Future Sales Ratings, a department of SALES MANAGEMENT that has met with a high degree of past success in forecasting sales for the 100 leading American industries.

This group consists of well-informed men and women in trade associations, leading business magazines and papers, statistical services, Government agencies, leading corporations, and men's and women's colleges in the United States, representing a competent jury of more than 300 economists, editors, marketing and research men.

The estimates furnished here represent a consensus among them.

SALES MANAGEMENT



COUPON ROUND-UP

COUPONS MAILED TO DATE! ...

PUT YOUR PRODUCT INTO THIS PICTURE—

IT'S RESULT-PROVED!

Result-proved in three Donnelley Coupon Round-Ups within the last 12 months —each one bigger than the one before! Over 100 million Donnelley Round-Up Coupons mailed to date!

Result-proved in winning 100% chain distribution for participants in market after market. *Here's the proved way to "crack" a new market!*

Result-proved in heavy tie-in advertising and displays by such leading chains as A&P, Kroger, National Tea, Jewel.

Result-proved by experiences of such repeat-users as the makers of Old Dutch Cleanser... Delrich Margarine... Swansdown Cake Mix... My-T-Fine Desserts... Waxtex... Wrisley Soap... Felso... Roman Cleanser... Wesson Oil... Simoniz Floor Wax.

IMPORTANT—ACT NOW!

Plan now to get in on next spring's big Donnelley Coupon Round-Up. It's "first come, first served," so we urge you to choose your markets now before they are spoken for by your competition.

Write, wire or phone your nearest Donnelley office.



THE REUBEN H. DONNELLEY CORPORATION

(DIRECT MAIL DIVISION)

WORLD'S LARGEST DIRECT MAIL ORGANIZATION

305 E. 45th St.
New York 17, N.Y.
Oregon 9-4000

407 E. 25th St.
Chicago 16, Ill.
Victory 2-3232

727 Venice Blvd.
Los Angeles 15, Calif.
Richmond 0221



10 Ways Distributors Rate Your Pricing Policies

BY LOUIS H. BRENDL

Merchandising Director, James Thomas Chirurg Co.

Six of the 10 ways deal with the annoying manner in which manufacturers handle paper work. For example: the chain discount sheet instead of net prices. There is also evidence of a growing interest in decimal pricing and packaging.

Just how much importance industrial distributors place on proper pricing is indicated by the fact that out of 20 suggestions recently made by 388 distributors, 10 of them are suggestions about pricing. They are:

1. Because broken package shipments and small orders are handled by distributors at a loss, quantity differentials to compensate them for differences in selling and handling costs should be established on lines that have numerous broken package and small order shipments.

2. Notice of price changes should be in the hands of distributors not later than their effective date.

3. When practical, manufacturers should supply distributors with price sheets giving net cost prices and suggested resale prices figured net at the stated discount from the list in both cases. Lloyd B. Mize, president of Industrial Supply Corp., Richmond, Va., puts it this way: "This industry has grown entirely too complicated with paper work. Much could be done to simplify price lists, discounts, etc., by the elimination of chain discounts which are prevalent with manufacturers of many commodities. The National Twist Drill and Tool Co. recently published some net price schedules. Prices were per unit and not in dozen lots. They could not have done anything that would have been more helpful and it is very timely now when we are extremely busy."

4. When manufacturers issue new discount sheets or price sheets, they should enclose an acknowledgment form to enable them to check their records to determine whether all distributors receive such notices. Of

course they will not all be returned but those that are will help in checking the records.

5. When manufacturers issue price lists they should indicate with an arrow each price which has been changed, the arrow to point upward if the price has been increased and downward if it has been reduced.

6. Simplification of discount schedules, particularly the elimination of chain discounts, fractions or decimals is highly desirable.

7. Suggested resale schedules are desirable and suppliers should exercise their legal rights to promote their observance.

8. Quotations should be on a delivered basis to distributors' stocks. If this is impossible, delivery charges should be prepaid and shown on invoices so the total cost can be determined from the invoice.

9. Allowance of the customary 2% premium for payment on the 10th prox. is desirable.

10. In establishing discount schedules, recognition should be provided for those who carry stock and render a complete distribution service as contrasted with those who function only as agents.

Statistically, pricing rates as high as all other topics combined in the minds of 400 distributor members of the Southern Industrial Distributors Association and the National Industrial Distributors Association.

E. L. Pugh, secretary-treasurer of Southern Industrial Distributors, says: "Our Association, together with the National Industrial Distributors Association, has spent a good deal of time on pricing in recent years. Both have gone on record as favoring net

pricing wherever possible and of both pricing and packaging on a decimal basis instead of dozens or gross or reams. A good deal of progress has been made with many manufacturers in our industry. The hacksaw industry has adopted these principles, as well as many abrasive manufacturers."

Here's what a leading distributor said in the summer of 1947: "The first threaded product manufacturer who gets out a printed net price list will have a big advantage and will be able to take a lot of business he does not now enjoy. I am sure that any buyer who is handed a net price list will quickly throw away all of his list prices and buy from the source that uses net prices, merely for the convenience to him in purchasing and checking invoices." A check today indicates that not a single manufacturer has taken this step yet, although they are "thinking about it."

Easier to Sell, More Sold

A well-known basic concept in salesmanship is that "the easier you make it for a man to sell your product, the more he will sell." Here's the way one of the country's most astute distributors (who prefers to remain anonymous) puts it: "The manufacturer who has the best policy and packaging, whose products are more saleable and more easily priced, gets the larger part of the distributors' time and attention."

Industrial Distribution magazine lists as point No. 3 in its 14 Points to Consider in Your Distribution Plan: "With a good product, properly packaged, a manufacturer must establish his price competitively. Pricing sheets which are easily understandable by everyone should be published. It is desirable for the distributor's benefit to publish a discount schedule along with the consumer's pricing sheet."

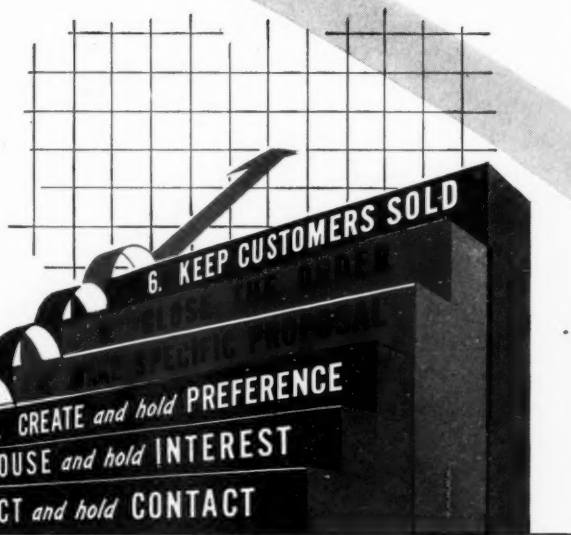
A word of amplification on the statement "must establish his price competitively" is in order: This does not necessarily mean that because the average price of a three-quarter-inch bronze globe valve is \$3, that a new manufacturer cannot successfully enter the market with such a product selling for \$6. It does mean, however, that if a manufacturer brings on the market and to distributors a product which is considerably higher in price, then he must justify this premium price to the purchaser. He must furnish convincing proof by suitable promotion and missionary demonstrations to users and train his distributors' salesmen, countermen

with
nal
or
as
ers
us-
as
ir-

or
he
rer
ist
be
es
ny
ist
is
ce
he
nd
n-
c-
gh

salesman

SELLING



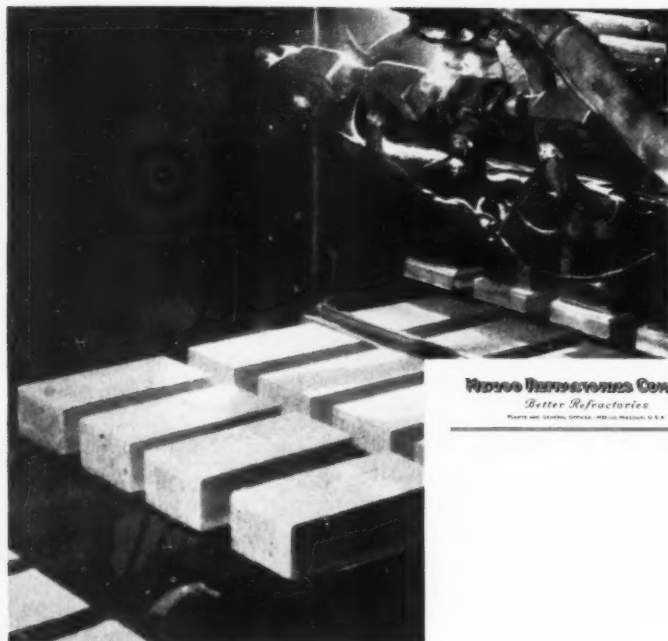
When advertising is doing its job on steps one, two, three and six your salesman has more time for steps four and five. This is **MECHANIZED SELLING** at work.

THE COST of taking your product to market is usually as important in your profit picture as how many units you sell.

A sales budget that has to be stretched to cover outsize selling costs can't help cutting into your profits. That's why your skilled salesman's time is money.

He must use expensive time to the best possible advantage.

You can help him by clearing away preliminary selling chores.



At one of the Mex-R-Co plants, a huge power press — exerting over 2500 pounds pressure per square inch — molds the company's standard-size firebrick.

Mexico Refractories Company
Better Refractories

PLANTS AND GENERAL OFFICES — 1901-101 MISSOURI ST. S.E.



MEXICO, MISSOURI

Out of Nature's Raw Materials ...QUALITY for Industry

The city of Mexico, in the heart of Missouri, is central to some of the world's finest deposits of natural fire clays. Out of these clays the Mexico Refractories Company makes matchless firebrick, of every sort, for every purpose — brick to hold boiling molten steel, to cradle reacting chemicals, to line the furnace of a man's home.

Mexico Refractories has set itself the slogan and the objective "Better Refractories" and has worked with the best resources of nature and modern science to achieve them. A hard business, in every sense; a man's work — producing the power behind power, utilizing natural matter in an almost supernatural manner.

Out of man's ingenuity, we have learned to refine our natural gifts to a high level. In paper, as in firebrick, Americans seek quality. For its letterhead, the Mexico Refractories Company has chosen Strathmore paper — an acknowledgment of confidence from one great craftsman to another.

Your pride in your business is reflected in your letterhead. With Strathmore, you cannot go wrong — in taste, in quality or in the impression you create.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

STRATHMORE

MAKERS OF FINE PAPERS
Strathmore Paper Company, West Springfield, Massachusetts



and telephone salesmen to do likewise.

A national check of industrial distributors showed that it costs \$2.82 to handle a single line of billing. When each item on every bill involves a cost of almost \$3 it behooves a manufacturer to do everything he can to simplify the pricing and packaging, to help reduce this cost.

Since we are interested in how manufacturers can improve their pricing for distributors, let's find out what suggestions we may get from the distributors themselves. First let's examine the 10 opinions of distributors mentioned in the first paragraph. Distributors also have strong feelings on these points:

Price maintenance: Many manufacturers do what they can to get their distributors to maintain their suggested prices. A large number include positive statements in this connection in their written policies. For example, here's how this element is written into the Columbian Vise & Manufacturing Company's printed policy: "Resale: We believe in fair resale prices. Our distributors are urged to respect our suggested prices and every lawful method is used to protect this policy." If you want price maintenance, be straightforward about it.

Price sheets: The American Supply & Machinery Manufacturers' Association makes the following recommendations regarding price sheets for distributor salesmen and counter catalogs:

1. Page size should be the same as catalog page (8½" x 11"). Margin, punching and type page should also conform to catalog pages.

2. If pages are to be printed on both sides and no half tones are in-

READERSHIP AND ADVERTISING
BRIEFS ABOUT AVIATION'S
TOP MAGAZINE . . .

AVIATION WEEK

Aeronautical manufacturers continue to conduct Reader Preference studies in order to determine Effective Circulation in the industry.

In plant after plant—throughout the country, thousands of questionnaires have been channeled through engineering and management departments—others over customer lists.

All have decisively established one clear-cut fact . . . for Effective Circulation (Readership) there is only one publication overwhelmingly preferred . . . AVIATION WEEK. Twenty studies conducted by these major manufacturers, research centers and advertising agencies added up to a total of . . . AVIATION WEEK 1,815 first choice votes; 2nd publication 313; 3rd, 119; 4th, 99; 5th, 71.

Such a record of reader preference and clear-cut Circulation Effectiveness has naturally attracted a similar preference for the advertising pages of AVIATION WEEK as indicated by the chart below.



McGraw-Hill Publishing Co., Inc.

330 West 42 Street, New York 18, N. Y.

Member ABC and ABP

Offices in Atlanta, Boston, Chicago, Cleveland, Dallas, Detroit, London, Los Angeles, Pittsburgh, Philadelphia, San Francisco, and St. Louis.

cluded, use a No. 4 grade sulphite 20-lb. bond paper. When printing is to be only on one side, use 16-lb. bond paper.

3. Three separate price sheets should be provided, each one a distinctive color and conspicuously marked: a white sheet carrying consumer list or net prices labeled "Consumer Price Sheet"; a yellow sheet for dealers, service shops, contractors, and others who buy from industrial distributors and sell to consumers; a blue sheet which carries the distributors' net cost, for confidential use. All resale schedules should specifically state in their titles that they are "Suggested Resale Price Schedules."

4. Each price sheet should carry the date, page and form number and manufacturer's name. It is preferred that new sheets be issued on price changes instead of expecting everyone to make changes in his own price sheet.

Decimal pricing: Many industrial distributors feel that list and chain discounts is the greatest time-waster in their business. There is considerable agitation on the part of many progressive distributors and manufacturers for *decimal* packaging and pricing. With this system *dozens* and *gross* are replaced by *tens* and *hundreds*. Such a procedure would save invaluable time in the present mobilization crisis when manpower is lacking. For all an order clerk has to do to get a unit price, is to move a decimal point. L. E. Stivers of the Vulcan Copper & Supply Co., Cincinnati, says: "We feel the biggest contribution manufacturers could make would be for everyone to use the decimal system of pricing and packaging instead of the current practice of setting prices by dozens and gross. It simplifies stocking, inventory records and makes a large difference in the pricing system."

Few manufacturers have taken this step to simplify pricing even though three and a half years ago The Connecticut Mill Supply Club passed this resolution: "We are in favor of the decimal system of packaging, by means of which all arbitrary units, having no affinity with our monetary system, be eliminated. We include such units as dozen, gross, quires, reams, rods, yards, stones, pairs, dozen pairs etc. That we favor also net pricing schedules by means of which our calculating and comptometer traffic may be reduced to a minimum and that, in cases where a list and discount price

structure are considered desirable, we be furnished with the necessary calculated net prices so that we may handle our traffic and talk in terms of figures representing net costs and net selling prices rather than problems in arithmetic."

What About Time?

During inventory one distributor compared, with a stop watch, the time required to calculate the value of tools when priced by the dozen and when priced in units of ten. He found that it took three times as long to come up with the answers when dozens are used. This threefold waste of time actually increases distribution costs.

Carton quantity pricing: A prominent Connecticut manufacturer plans to help correct his distributor's and his own small order problem by charging about 10% higher prices when distributors order *less than carton quantities*. It is hoped that this inducement will encourage them to order full cartons which will require less handling and paper work than when partial cartons are ordered and shipped. Unfortunately, this company cannot put this idea into effect now because of price ceiling regulations.

Considerations in setting prices:

Here are some of the factors a manufacturer should weigh in establishing prices and discounts for industrial distributors: Both the quality of the product and the prices of competitive lines should be considered in setting industrial user prices. If the product is new and has no direct competition, then the price should be higher to allow a larger discount to the distributor since his sales expense and possibly the time required to educate users will be high. When a manufacturer is confronted with the problem of pricing for distributors, he will do well to talk to business paper editors, distributor organizations and to some representative distributors before completing the task.

(Other recent articles on manufacturer-distributor relations by Mr. Brendel were published in the following issues of SM: August 15, "14 Practical Ways to Help Your Distributors—Now;" September 1, "When You're Tempted to Cut Out Distributors;" September 15, "Where to Find and How to Choose Your Industrial Distributors;" October 1, "What Distributors Want to Know Before They'll Take on Your Line." Another article will appear in an early issue.—The Editors)

Congress Mulls Stiffening Of Pure-Food Laws

(Continued from page 30)

especially softeners. These had been introduced as bakeries noticed women's favorite way of choosing bread: pinching it to see if it was soft. Quickly, by courtesy of Atlas Chemical, all bread was soft, so that staleness was less an inventory problem either in the store or at home. Everybody was happy for a while. Then came insinuation, rumor, direct allegation that the emulsifiers might be toxic and also that they were substitutes for shortening; that is, the customary butter or lard in which there's a farming interest.

That bread with emulsifier contains less shortening appears to be false. FDA's actual job was to appraise the experiments on them to see whether they were poison. There were, above all, these LD-50 tests. Swift had tried them only on the Atlas and not on its own products, as Atlas pointed out. The issues, in the end were submitted to the National Research Council, which recently issued a "Not-to-Be-Published" document that safety had not been conclusively established for either

kind of emulsifier. The effect was like what would happen on the stock market on a rumor that an accounting firm had refused to certify somebody's financial statement. Subsequently, the Council published an interpretation: It hadn't intended to suggest emulsifiers would hurt anybody. So, like many things in life, their safety stands in a limbo between conclusive affirmation and significant uncertainty.

News of the hearings bore on other developments. There was talk about softeners, and a new company put out a bread without them, which many people preferred. Now, the absence of an ingredient which had been invented exclusively as a sales point draws new customers paying premium prices.

One of the most vivid and most publicized events at the congressional hearings involved soft drinks. If you ask your dentist to save extracted teeth for you, which you then immerse in a cola drink, you get a cola-tooth solution. You could build your discription of this fact into a "Contribution to Science" by measuring and putting down such things as the exact rate of dissolution. That was done and no answer was put into the

record.

Such answers, there are in plenty. First, corresponding tests show that cola drinks are less efficient solvents than various fruit juices, than vinegar and other stand-bys. Then, there's the difference between an extracted and a live tooth: One that's alive has less surface and a protective film forms over it continually and saliva washes it, etc. Finally, even disregarding these differences, the experimenter neglected to find or calculate the rate at which a tooth would dissolve if dipped in cola once, twice or three times a day, punctuated by dippings in other solutions, including water—which is what happens to people's teeth. This might give the danger of erosion a little more or less immediacy than that of the cooling down of the earth.

In the background of these hearings was the continued slow growth of the Nature-Food cults, whose adherents subscribe to the romantic tenet that only "natural" foods are good and that what has been tinkered with, particularly in a laboratory, is bad. Even fertilizers must be natural, organic.

Are Reformers "Faddists?"

Cultists do not claim that whatever grows naturally is food, neither eating nor persuading others to eat poison ivy and various other vegetation. What they do eat and praise may, evidently, be processed—cooked, milled, etc.—but the processing should be a rough, not a delicate, operation. These are the genuine food faddists. Their existence had two effects: The faddists used testimony at the hearings to reaffirm their beliefs and to promote their products. Some industrialists tried to identify the congressional investigators with the cults—a typical by-play at all investigations.

Cultists and poor publicity notwithstanding, the hearings did not cause a sudden catastrophic drop in the sale of foods with chemical additions; for that to happen, people would have to stop eating. Some bakeries decided against emulsifiers, which have become harder to sell.

Though food is grown as usual, and processed and eaten, manufacturers are aware of a continuing problem. They expect the fear of chemistry to increase with dependence on it—a fear, which several testified is rational and valid. They must overcome both the reason for the fear and the fear itself, should it become important.

On this matter of publicity, most are for the present doing nothing.

CUT SHIPPING COSTS



USE AIRFREIGHT!

General commodity rates

100 pounds, New York to Los Angeles—

\$80.00

AIR PARCEL POST

\$77.40

AIR EXPRESS

ONLY \$21.81*

SLICK AIRFREIGHT

* including pickup & delivery

And Slick Offers:

- Daily DC-6A Airfreighter Service coast to coast...9 hrs. flying time
- Special low commodity rates for many products
- Regularly scheduled service to principal U. S. cities

SHIP THE SLICK WAY... AND SAVE! Call the nearest Slick office for Airfreight information and pickup and delivery service.

Slick  **airways inc.**

3000 N. CLYBOURN . . . BURBANK, CALIFORNIA

A Scheduled Certificated Airfreight Carrier—C.A.A. Approved Aircraft Supply & Service Division

Coming . . .

SALES MANAGEMENT'S November 10th "City Rankings By Population Groups"

In response to widespread demand, SALES MANAGEMENT'S forthcoming November 10th issue will bring up to date and expand our "City Rankings by Population Groups" feature which was so popular when it first appeared three years ago.

This analysis will include national rankings, within their population groups, of all cities with 1950 retail sales of \$20 million or more, plus rankings within their *states* (not by population group) of all cities included in SALES MANAGEMENT'S 1951 "Survey of Buying Power." Both state and national rankings will be given for the following categories:

Population	Drug Sales
Total Retail Sales	Automotive Sales
Food Sales	Total Effective Buying Income
General Merchandise Sales	Income Per Family
Furn.-House.-Radio Sales	Income Per Capita

Cities will be ranked nationally within each of the following population groups:

- (a) One million or more
- (b) 500,000-999,999
- (c) 250,000-499,999
- (d) 100,000-249,999
- (e) 50,000-99,999
- (f) 25,000-49,000
- (g) Under 25,000

Cities will be credited with "Points of Superiority" whenever their national ranking in any category of sales or income equals or exceeds their population ranking. A special table will list "Superior" cities who register six or more "Points of Superiority."

In its new up-to-date and expanded form, this study will prove even more helpful than its predecessor in fall and winter planning for 1952 sales and advertising campaigns. National advertisers and their agencies will be able to determine which cities promise a greater return than average on each dollar invested and will be able to quickly recognize cities with outstanding potential for particular products.

Congress Mulls Stiffening Of Pure-Food Laws

(Continued from page 30)

especially softeners. These had been introduced as bakeries noticed women's favorite way of choosing bread: pinching it to see if it was soft. Quickly, by courtesy of Atlas Chemical, all bread was soft, so that staleness was less an inventory problem either in the store or at home. Everybody was happy for a while. Then came insinuation, rumor, direct allegation that the emulsifiers might be toxic and also that they were substitutes for shortening; that is, the customary butter or lard in which there's a farming interest.

That bread with emulsifier contains less shortening appears to be false. FDA's actual job was to appraise the experiments on them to see whether they were poison. There were, above all, these LD-50 tests. Swift had tried them only on the Atlas and not on its own products, as Atlas pointed out. The issues, in the end were submitted to the National Research Council, which recently issued a "Not-to-Be-Published" document that safety had not been conclusively established for either

kind of emulsifier. The effect was like what would happen on the stock market on a rumor that an accounting firm had refused to certify somebody's financial statement. Subsequently, the Council published an interpretation: It hadn't intended to suggest emulsifiers would hurt anybody. So, like many things in life, their safety stands in a limbo between conclusive affirmation and significant uncertainty.

News of the hearings bore on other developments. There was talk about softeners, and a new company put out a bread without them, which many people preferred. Now, the absence of an ingredient which had been invented exclusively as a sales point draws new customers paying premium prices.

One of the most vivid and most publicized events at the congressional hearings involved soft drinks. If you ask your dentist to save extracted teeth for you, which you then immerse in a cola drink, you get a cola-tooth solution. You could build your discription of this fact into a "Contribution to Science" by measuring and putting down such things as the exact rate of dissolution. That was done and no answer was put into the

record.

Such answers, there are in plenty. First, corresponding tests show that cola drinks are less efficient solvents than various fruit juices, than vinegar and other stand-bys. Then, there's the difference between an extracted and a live tooth: One that's alive has less surface and a protective film forms over it continually and saliva washes it, etc. Finally, even disregarding these differences, the experimenter neglected to find or calculate the rate at which a tooth would dissolve if dipped in cola once, twice or three times a day, punctuated by dippings in other solutions, including water—which is what happens to people's teeth. This might give the danger of erosion a little more or less immediacy than that of the cooling down of the earth.

In the background of these hearings was the continued slow growth of the Nature-Food cults, whose adherents subscribe to the romantic tenet that only "natural" foods are good and that what has been tinkered with, particularly in a laboratory, is bad. Even fertilizers must be natural, organic.

Are Reformers "Faddists?"

Cultists do not claim that whatever grows naturally is food; neither eating nor persuading others to eat poison ivy and various other vegetation. What they do eat and praise may, evidently, be processed—cooked, milled, etc.—but the processing should be a rough, not a delicate, operation. These are the genuine food faddists. Their existence had two effects: The faddists used testimony at the hearings to reaffirm their beliefs and to promote their products. Some industrialists tried to identify the congressional investigators with the cults—a typical by-play at all investigations.

Cultists and poor publicity notwithstanding, the hearings did not cause a sudden catastrophic drop in the sale of foods with chemical additions; for that to happen, people would have to stop eating. Some bakeries decided against emulsifiers, which have become harder to sell.

Though food is grown as usual, and processed and eaten, manufacturers are aware of a continuing problem. They expect the fear of chemistry to increase with dependence on it—a fear, which several testified is rational and valid. They must overcome both the reason for the fear and the fear itself, should it become important.

On this matter of publicity, most are for the present doing nothing.

CUT SHIPPING COSTS



USE AIRFREIGHT!

General commodity rates

100 pounds, New York to Los Angeles—

\$80.00

AIR PARCEL POST

\$77.40

AIR EXPRESS

ONLY
\$21.81*

SLICK AIRFREIGHT

* including pickup & delivery

And Slick Offers:

- Daily DC-6A Airfreighter Service coast to coast...9 hrs. flying time
- Special low commodity rates for many products
- Regularly scheduled service to principal U. S. cities

SHIP THE SLICK WAY... AND SAVE! Call the nearest Slick office for Airfreight information and pickup and delivery service.

Slick airways inc.

3000 N. CLYBURN . . . BURBANK, CALIFORNIA

A Scheduled Certificated Airfreight Carrier—C.A.A. Approved Aircraft Supply & Service Division

Coming . . .

SALES MANAGEMENT'S November 10th "City Rankings By Population Groups"

In response to widespread demand, SALES MANAGEMENT'S forthcoming November 10th issue will bring up to date and expand our "City Rankings by Population Groups" feature which was so popular when it first appeared three years ago.

This analysis will include national rankings, within their population groups, of all cities with 1950 retail sales of \$20 million or more, plus rankings within their *states* (not by population group) of all cities included in SALES MANAGEMENT'S 1951 "Survey of Buying Power." Both state and national rankings will be given for the following categories:

Population

Total Retail Sales

Food Sales

General Merchandise Sales

Furn.-House.-Radio Sales

Drug Sales

Automotive Sales

Total Effective Buying Income

Income Per Family

Income Per Capita

Cities will be ranked nationally within each of the following population groups:

(a) One million or more

(b) 500,000-999,999

(c) 250,000-499,999

(d) 100,000-249,999

(e) 50,000-99,999

(f) 25,000-49,000

(g) Under 25,000

Cities will be credited with "Points of Superiority" whenever their national ranking in any category of sales or income equals or exceeds their population ranking. A special table will list "Superior" cities who register six or more "Points of Superiority."

In its new up-to-date and expanded form, this study will prove even more helpful than its predecessor in fall and winter planning for 1952 sales and advertising campaigns. National advertisers and their agencies will be able to determine which cities promise a greater return than average on each dollar invested and will be able to quickly recognize cities with outstanding potential for particular products.

Ice cream men, for example, point out that, aside from flavorings, their main added ingredient keeps the ice cream from soaking a cone and turning it to mush. An ice-cream-cake combination, now getting more popular, depends on this additive and nobody complains. Why, an ice cream man asks, should we put the idea in people's heads?

Beverage makers had to do something; the attack on them had been too direct to ignore. Through their trade association, they advertise in the dental and medical journals. They circulate papers designed to show the insignificance of the extracted-tooth experiment. Dentists are invited to read through the research on the subject. There's no necessity for talking direct to the customers, most of whom never heard of the congressional hearings. They wonder, naturally, whether the experiment had been prompted by spontaneous curiosity or guided by somebody's interest.

Meanwhile, there's the prospect—sometime—of legislation. This is not strongly opposed, neither is it enthusiastically endorsed. Some processors see an advantage: If the Government has decided that a new chemical is

Coming in the November 1 Issue

... "A Blueprint of the Modern Sales Manager's Job," by Burton Bigelow. Complete with a detailed chart, this article delineates all of the functions that fall within the professional realm of today's efficient sales manager. It is designed to serve many purposes, not the least of which is to provide a set of criteria by which any sales executive can judge how well he is measuring up to his real or potential responsibilities.

safe, they have a clear-cut answer to a frightened customer. Moreover, they surmise, regulation wouldn't change actual practice very much.

Companies now go to FDA before they try something new.

But there are disadvantages. There's no limit to the amount of proof an agency might demand before it certified a chemical against all ills—known or unknown to medical science. After each experiment that vouchsafes the product, you can draw forth an additional doubt demanding an additional test. This objection boils down to fear that the regulator will go insane, which can happen.

At present, dealings between companies and FDA and companies relative to new chemicals are secret. Hearings would be open. Companies would test each other's products and select bad results to publish. As the Government sifted significant fact from propaganda, a reputation might be ruined. An alternative—getting private laboratories to certify new additives— isn't promising; somebody would have to certify the laboratories. It's easier to appraise experiments than to select experimenters.

The processors can easily weather the present suspense. It's the discoverers of chemicals whose burden is greatest, and doomed to grow with success.



NO GUESSWORK ABOUT DISTRIBUTION HERE!

A big factor in accurate, decisive tests is controlled distribution. In "Test Town, U.S.A." control is perfect! Just five wholesalers cover the entire food field. One wholesaler and five chains cover the drug field. Distribution is easy, and economical. One newspaper, The South Bend Tribune, saturates this great market of ½-million people. Write for free, new market data book entitled "Test Town, U.S.A."

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

"Good Housekeeping" Advertisers to Earn Discounts for Continuity

People buy and consume and live—and read magazines—12 months a year. But *Good Housekeeping* has found, that the great majority of advertisers appeal to their prospects in each year only a half-dozen times—or less.

Specifically, *GH* notes that the average number of insertions of advertisers annually in *GH*, *Ladies' Home Journal*, *McCall's* and *Woman's Home Companion* is 4.6, or a bit more than one in every three months. In *American Home* and *Better Homes & Gardens* it is 4.3 times. In such 52-times-a-year books as *Life* and *The Saturday Evening Post*, it is only 7.2 times—or less than once in every seven issues.

But while in the last five years the monthly share of the year's total circulation of seven of these magazines has varied only slightly—from 8.1% in June and 8.2% in May and July to 8.5% in November and December—the month's proportion of total advertising pages of these magazines has been more than 10% in May, October and November, as against only 5.5% in January, a shade over 6% in July and in August, and 7.4% in February.

In connection with a current advertising rate increase, *Good Housekeeping* has announced "a discount new to the magazine field." This discount, of 7½%, will apply only to January, February, July and August issues.

Stimulate Continuity

In addition to helping to fill in these two seasonal valleys, says John R. Buckley, vice-president and business manager, *GH* hopes it will stimulate month-in-and-month-out continuity of advertising.

Whereas the 115 more continuous or consistent advertisers, using eight or more insertions annually in *GH*, average 13.32 insertions annually, it was shown, 880 other advertisers using less than eight insertions average only 2.94 each.

The four "non-continuity months" provided 33.2% of the seven magazines' annual circulation, but only 25.2% of their advertising volume. Yet these four months in the last three years have accounted for 30.8% of U.S. total annual retail sales.

Food stores, for example, did 32.4% of their annual volume in these four months; drug stores, 32.1%; motor vehicle dealers, 32.6%.

Among other retailers that sold 30% or more of their year's total in these months were chain stores, mail order houses and building material dealers. Some below the 30% share—but still above the amount of advertising in magazines for this period—were dry goods and general merchandise stores,

27.1%, and women's apparel and jewelry stores, both 25.5%.

The new "continuity" discount will go into effect next January. Although the full effect of it will not be known for some time, Buckley reports a warm reception to it—not only from advertising and agency men but from company executives who must keep sales flowing steadily, 12 months a year. Its success would tend to help other media, and the advertisers who use them.



**SALES THROUGH
THE AIR WITH
THE GREATEST OF EASE!**

Air Mail and SoundScriber Make A Great Selling Team

SOUNDScriber can give your salesman as much as an hour and a half a day more selling time . . . time once wasted in unproductive paper work!

With SOUNDScriber, salesmen dictate reports, slip one or more little green discs into an air mail envelope for home office transcription—and they're through! Simple, easy as lifting a telephone! Economical, too. Many as 9 discs—a full 2¼ hours dictation—mail in ordinary envelope. No stiffeners or expanders needed!

Get the facts that can mean more selling time, incentive and support for your salesmen.

Mail coupon today! Write Dept. SM-10,
The SoundScriber Corporation,
New Haven, Conn.



SOUNDScriber is world's lightest, most portable dictating instrument. Weighs only 15 lbs!



On the train, in your car, your hotel—SOUNDScriber is always ready for your reports and letters.

SOUNDScriber

First All Electronic Dictating System • First Disc Dictating Equipment
230 Sales and Service Centers Coast to Coast

SOUNDScriber Corp.,
New Haven 4, Conn.
Please send me "Tycoon" Brochure

NAME

ADDRESS

WE WORK FOR and *GET* RETAIL TIE-INS

★AND—WE REPORT THE RESULTS BACK TO YOU!

Want to bolster your distribution, or introduce a new product? Give us an assignment and we'll not only put your product on the dealers shelves — we'll move it right into customers homes!

FORT SMITH ARKANSAS

Fort Smith's Retail Trading Area—composed of 10 Western Arkansas counties, and 4 East-Central Oklahoma counties, boasts nearly a HALF-MILLION people. Newspaper circulation from the outside is nil—our papers, published morning, evening and Sunday, work from the inside and penetrate the entire area.

35048 ABC

**Southwest American
FORT SMITH TIMES RECORD
Southwest Times Record**

SEPARATE SECONDARIES

Here are 3 markets that are influenced by the HOME-TOWN paper. Circulation from without has little or no effect.

BARTLESVILLE OKLAHOMA

The Bartlesville Trading Zone is composed of nearly 200,000 people. Effective family buying income is greatest of all Oklahoma secondary markets.

8809 ABC

**Bartlesville
EXAMINER-ENTERPRISE**

OKMULGEE OKLAHOMA

The Okmulgee Trade Area is composed of over 250,000 people. Industry, oil and agriculture go to make up a market of folks who spend money.

7008 ABC

Okmulgee Daily Times

Owned & Operated by
SOUTHWESTERN PUBLISHING CO.

Don W. Reynolds, President

Represented Nationally by —

**ARKANSAS DAILIES
SOUTHWEST DAILIES**

Shop Talk

Detour—This Is a Commercial!

In case you haven't guessed, an editor's favorite catnip is fan mail. We've had just enough of it about some of the pieces that have appeared in this department to push us over the brink: We are about to publish a pocket-size manual embodying the 13 most popular Shop Talk columns which have dealt with one phase or another of the technique of salesmanship. The title-to-be: "Shop Talk about Selling."

We're having some difficulty determining the size of the press run. It occurred to me that if I'd tell you what was cooking, some of you who have previously expressed interest in such a reprint might be induced to send along a note about the number of copies you might like to have for your salesmen. Trouble is I don't know the price. Maybe \$1.25 a single copy, maybe \$1. And less, of course, in quantities. There'll be some cheerful drawings by Kelly Oechsli to liven things up . . . and an introduction by my good friend Burton Bigelow. I'll give you the full lineup of contents next issue. Meanwhile, if you think you might be interested provided the price is reasonable, drop me a note, won't you?

Senior Curriculum

"I read your piece in the September 1 issue on Self-Training for Salesmen," the letter read. "It's fine . . . as far as it goes. But how about some ideas for an advanced course of personal study? I've got my eye on a branch managership."

Righto! Let's see if we can deliver a column to the customer's specifications.

The most practical suggestion I can make to a salesman who wants to earn a managerial promotion is this: If you're sincere about an executive job, then you must first demonstrate your executive ability by proving that you can manage yourself and your own territory.

If you have not yet developed some analytical ability, that is your main—and your hardest—task, because any advanced course of self-training calls for a tremendous amount of analysis. It's the key to this 10-point program:

1. Analyze your accounts by potential and match up what you find against your actual time investment with the accounts in the past year. You will probably find that you've spent 75% of your time on 20% of your potential. This is bad territory management. Work out a plan to correct it.
2. Now work out the geography that goes with the time. Get a big map of your territory, trace your various trips with colored pencils. Analyze what you find. Are you cross-tracking, back-tracking, wasting precious hours on the road that should be spent in the presence of buyers? If you are, work out a re-routing plan . . . and don't forget those accounts near the edges of your territory that you may have neglected.

3. Analyze your lost orders to find out why you lost them. You must lift the ratio of sales to calls.

4. Analyze the mortality of your accounts in the last two years; list your new accounts. Are you opening enough new accounts not only to replace all those you lost and have a net gain besides? You can't afford to "run in the red."

5. Look at your list of Grade-A customers. Even with your best efforts to cover them with personal calls, is it still "too long between drinks?" What are you doing systematically to get some mail coverage on these accounts between calls? There's always an opportunity for a friendly letter, a promotional piece with a short personal note, a clip from the business or general press that might be helpful to your buyer.

6. Take a course in public speaking. Speech training is one of the significant developments in sales training. Salesmen who have had a course of this kind have enjoyed such big dividends from it that many have taken a second or a third course. Speech training helps you to develop poise and assurance. It points up the need for good vocabulary. It trains you to organize your ideas and present them with conviction.

7. Analyze your opportunities for enlarging your activities with your accounts on a service basis. Train yourself to think in terms of your customers' wants and needs and current problems. The star salesmen of today are invariably described by their clients as men expressing helpful attitudes, men who bring ideas, men who concern themselves with the customer's point of view. When you get to the place where your customers come to you for advice in the fields that are your specialties, you won't have to worry about getting business. Business will come to you.

8. Keep on with your reading, especially in the realm of your own industrial field and in human relations. If you have a headful of information on the background and development of your industry, and some of the personalities who were and are influential in it, you will have the opportunity for occasional conversational references that will make you more interesting as an individual, will stamp you as a man who knows his field. People like to deal with other people who work out of deep knowledge of the subject that brings them together. It makes them trust your judgment.

9. Study the policy decisions being made in the company among the men who outrank you. If you go up the ladder to a managership, these are the decisions you will be called upon to make. Study, too, their hits and misses on the way they handle men. Until you actually are placed in an executive job, you will never realize how large a proportion of your responsibility will revolve around "people problems."

10. Make a point of looking for better ways of doing things in any department of company operation and pass them along regularly to the management men. Don't be discouraged if all of them are not accepted and acted upon. This is a demonstration of initiative; it is almost sure to bring your name up when promotions are under consideration.

Again, I know this sounds like a large order. But today's sales executive jobs require great *capacity*. When you look at the most successful men in the sales field, you cannot fail to be impressed with their ability—and much of it is *developed* ability—to do constructive thinking on many different kinds of problems at the same time. They must not only think constructively about many different kinds of organization activities, but they must make those activities mesh into an efficient total operation.

If you have both innate ability and the moral fiber to take the responsibility for self-training that will qualify you for a managerial job, you won't need to worry about the job itself. There are never enough high caliber sales brains to meet the needs of our economy.

A. R. HAHN
Managing Editor

The COURIER-EXPRESS *SELLS* WESTERN NEW YORK Because WESTERN N. Y. IS SOLD ON THE COURIER-EXPRESS

ONE REASON is that it's a well balanced newspaper, making it an equal favorite with *both* men and women.

Complete Local, National and World News.

Women's News...with daily feature page of food, fashion, household hints and many other subjects.

Financial, Business and Labor News.

Outstanding Features including leading men and women writers of local prominence.

Latest Sports with Buffalo's first complete report of nearly all events.

Choice Comics...the pick of the syndicates.

THE PROOF is found in the fact that the largest newspaper circulation in the state, outside of New York City, is the Sunday Courier-Express*...Leading merchants selling men, as well as those catering to women, find the morning Courier-Express the most economical and productive way to reach those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power

Full color (two, three or four) available weekdays... black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT

It Gets Results Because It
Gets Read Thoroughly

Cunningham's Catches Your Customers

(Continued from page 39)

the tide. Our customers are entitled to get what they want, and we want to give it to them. If they want, say, Pepsodent toothpaste, they get Pepsodent. We never substitute."

But Nate Shapero might add, Cunningham's does *amplify*. Always customers are asked to buy other things related to their request. What's the good of toothpaste without a good brush for it?

Another thing he did early was to drop the *drug* from everything but the corporate title. The stores would meet a wide range of neighborhood needs. The slogan became, "Don't say drug stores—say Cunningham's."

Back at Store No. 1 Shapero and a gradually growing staff held meetings every night into the small hours, discussing the day's mistakes but mostly the morrow's opportunities. By seven A.M. the young manager was back at work again.

Unit Expansion Begins

They had, as he says, to "learn to crawl before we could walk." But they were learning fast. Within six months No. 1 was out of the red. Before the first year was out it was employing 25 people. Within 14 months, by January, 1920, came Store No. 2.

They kept away from downtown Detroit, its large masses of people, and its high rents, and set out to help build their own markets and create their own traffic. Often, as the chain expanded, Economical would enter neighborhoods as the nucleus of a new shopping center. . . . The city was bursting into suburbs. The great automobile factories spread out too. Shapero's chain grew with them.

The stores were low price, mass market operations.

But Shapero wanted "quality" too. In fact, before Economical was four years old he built "the finest drug store in the world."

This was the first unit of what was to become the Shapero chain. It was located in the new General Motors building, three miles from downtown Detroit. The building itself had all the earmarks of a large white, or gray, elephant. When Shapero's opened only 30 of its thousands of offices were rented.

Whatever the quality of the rest of the merchandise, Nate decided it should offer one product better than could be had anywhere else in Detroit. He picked malted milk.

GM and its building are doing all right today. So is Shapero's, Inc., which has stores in such locations as Pittsburgh's William Penn hotel; the Netherlands-Plaza hotel, Cincinnati; Cleveland's Terminal.

By Economical's 10th birthday, in 1928, 31 stores sold a volume of \$1,722,561 and made net profits of \$104,518, or more than 6%. Gross per store was about unchanged at \$55,600, but net per store had risen to \$3,436. . . . And in otherwise-dismal 1932, gross per store had climbed to \$69,000 and net per store was a still-healthy \$2,774.

Today, Cunningham's 111 units gross an average of \$230,000 and net \$13,300—both figures being twice as large as a decade ago.

Present stores range in volume from less than \$100,000 to \$600,000. But the first "\$1 million store" is now being planned.

Smaller units generally have the same departments as the larger. Obviously, though, they can't carry all 15,000 items. The complete Cunningham list, still growing, is 3,000 larger than five years ago.

Marshall's merchandise range is similarly broad. Shapero's and Schettler's carry less.

They Sell Many Lines

Like every other alert retailer, the Cunningham group seeks new-type merchandise that may sell. However, when specific public demand has not yet been created for it, the buying decision rests largely on the reputation of the manufacturer. And even then Cunningham's will take it only on consignment.

Basic departments of all the stores are prescription, drug, toilet goods, candy, cigar, and soda fountain. They don't carry radios or major appliances, but they do carry such small appliances as irons and toasters.

Cunningham's ubiquitous buyers (who nose around at housewares, appliance, toy and other showings) may push rules aside now and then in the interests of "bargains." Recently, the stores sold aluminum kitchenware (which they don't normally carry) at half the regular retail price.

To sell Cunningham, Shapero or Schettler stores, the men to see are Purchasing Director Rudolph and these purchasing division heads:

V. H. Terry, toilet goods and cosmetics; C. E. Bamford, cigars and candy; G. Long, drugs; E. L. Lucas, prescriptions; A. J. Houston, sundries; R. Striefling, supplies; W. E. Forth, ice cream manufacturing and coffee roasting, and G. Klett, photo-finishing.

These men are located at Detroit headquarters, 1927 12th St.

Although Marshall has similar headquarters in Cleveland, *major* purchases and contracts for all four chains are made in Detroit.

Buyers see salesmen each weekday morning, and devote afternoons to planning, programming and other work. For example, they must visit the warehouse often to check data that may be missing from inventory stock cards.

The purchasing inventory card for every item is checked, with rapidity of sale, weekly or fortnightly, to determine re-order needs.

On important purchases, several executives—usually Rudolph, Executive V-P Larsen and Sales Director Fenton—decide jointly, and then start sales plans rolling for them.

Scouting for Wares

Cunningham's has offices with Associated Chain Drug Stores in New York. Its buyers go there, and to Chicago, frequently, and otherwise keep in touch, Larsen says, "with all resources that may be developing new things for the drug trade." In fact, they watch all types of stores for items that may be added. From clipping services they check ads throughout the country.

Seasonable merchandise is studied nearly a year in advance. The buying of Christmas items usually starts in February; of summer items, in October and November, to allow ample time for distribution and sales and promotion planning.

At one time or another Cunningham's has acquired candy and tobacco manufacturing subsidiaries. But it hasn't said much about them lately. Apparently it has no intention of creating its own rival to, say, the Big Five cigarettes—of which it sold in the first half of this year some 1.3 billion units: Camel, 400 million; Lucky Strike and Chesterfield, each about 300 million; Philip Morris, 165 million; Old Gold, 140 million.

Today's three manufacturing units are:

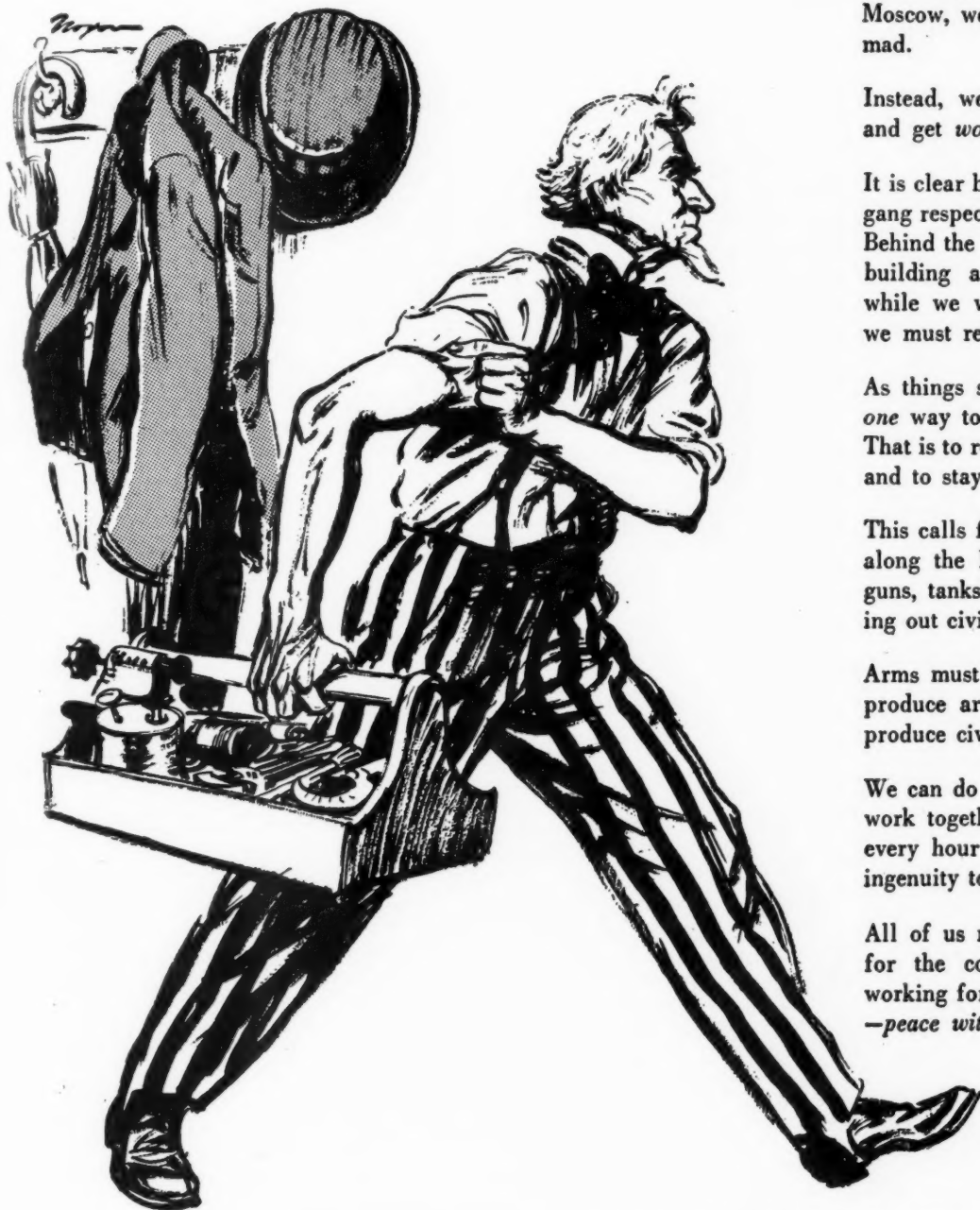
Ice cream—350,000 gallons yearly; Coffee-roasting, at a rate of 400,000 pounds a year, and

Photo-finishing—up to 60,000 prints a day.

Ice cream is prepared both for fountains and as one of the few take-out foods. Coffee is solely for fountain use. Photo-finishing—with double-size or Jumbo prints offered at no extra charge—gets people to come in at least twice.

Among other operations, the big headquarters-warehouse building

It's time we got working mad!



As we listen to the latest insults from Moscow, we're likely to get fighting mad.

Instead, we'd better use our heads and get *working* mad.

It is clear by now that Stalin and his gang respect just one thing—strength. Behind the Iron Curtain they've been building a huge fighting machine while we were reducing ours. Now we must rebuild our defenses—*fast*.

As things stand today, there is just *one* way to prevent World War III. That is to re-arm—to become strong—and to stay that way!

This calls for better productivity all along the line. Not just in making guns, tanks and planes, but in turning out civilian goods, too.

Arms must come first. But we must produce arms *at the same time* we produce civilian goods.

We can do this double job if we all work together to turn out more for every hour we work—if we use our ingenuity to step up productivity.

All of us must now make sacrifices for the common good. But we're working for the biggest reward of all—*peace with freedom!*

THE BETTER WE PRODUCE THE STRONGER WE GROW

FOR A FREE COPY OF "THE MIRACLE OF AMERICA"

MAIL THE COUPON to Public Policy Committee, The Advertising Council, Inc., Dept. B.P., 25 West 45th Street, New York 19, N. Y.

Name.....

Address.....



32½ Million
LINES TOTAL ADV.
 1950 E. & P.

Lubbock
 TEXAS
Avalanche-
Journal
 3rd in Texas ABC CIRCULATION OVER
46,000

The 32,570,496 lines of advertising carried by The Avalanche-Journal in 1950 is the third largest of any Texas newspaper. It reflects the tremendous buying power of this market, and the sales effectiveness of this newspaper.

TEXAS DAILY PRESS LEAGUE, INC.
 National Representative

What About Your Company's CHRISTMAS GIFTS?

In case you missed it, we'll be glad to send you a free reprint of our October 1st feature on Christmas gifts for customers and associates, including illustrations of 23 suggested gifts and "10 simple rules for gift giving in business."

Ask for a free reprint of *When A Corporation Says "Merry Christmas" to Its Friends*, and address your request to SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

houses the "reclamation" unit, in which used packages, displays, etc., are converted into a net profit of \$30,000 a year. The company's trucks take merchandise direct to all stores and return with reclamation material. . . .

Nate Shapero took time to show me most of this, and to introduce me to a lot of Cunningham people.

He realizes that morale starts with leadership and stimulation, co-ordination and control.

His associates say that Shapero is "always first down in the morning, last home at night." He still manages to get into all the stores of all four groups at least once a year, and he goes to most sales meetings.

He and other Cunninghamites range far for ideas. Executives are sent on trips to Europe for them. . . . And every Friday, 22 of the headquarters people, from Executive V-P Larsen to buyers, are assigned to visit four to seven stores each over the weekend, and report their findings on Monday.

With the seven district supervisors, of course, this is a week-long job. Cunningham stores have four supervisors for Detroit and one for "outside" stores. Shapero and Schettler are separate divisions, and Marshall, under Larsen, is a different setup.

The Staff's Pay Check

The supervisors are nearly all college graduates in pharmacy, who have risen from clerks. They have been with the company an average of 18 years. Store managers have been there an average of 12.

Store managers' "base pay" ranges with size of store from \$6,000 to \$10,000; assistant store managers, from \$4,000 to \$7,000; clerks', \$2,500-\$4,000; soda servers, \$1,500-\$2,000, including meals and uniforms. But there are other rewards and incentives.

In his area, for example, the store manager is Cunningham's: He joins local clubs, works on community projects.

Individuals in every job can "sell themselves" larger incomes and bigger jobs.

Over-all sales quotas for the 1950-51 year were set at 10% above actual sales of the year before. More than 80% of all stores exceeded them. Bonuses, however, to managers and assistant managers, are based on five factors:

1. Total sales volume;
2. Gross profit on sales;
3. Expenses—over which manager has some control;
4. Sales of "p.m.'s"—higher-profit

but usually harder-to-sell "push merchandise";

5. General efficiency of the manager and his staff.

In the 1950-51 year all divisions, and most stores, passed quotas on "p.m.'s," which were set 20% above 1949-50 volume.

Separate sets of over-all quotas are fixed for stores in six volume groups, from more than \$500,000 to less than \$100,000. These permit "basic bonuses" ranging from \$2,500 to \$500—divided 75% for the manager and 25% for the assistant manager.

A store gets an extra bonus for every 1% increase in total sales above the quota's 10%, and for "p.m.'s." For them the highest bonus potential is for a 20% sales increase.

But sales incentive and stimulation start on the clerk and soda-server level, with the selection and training of the 1,700 people who are Cunningham's to the public.

Recruiting New Workers

The personnel division, under Lloyd Hunter, has headquarters in the main office and interviewing offices in four parts of Detroit. There a personnel interviewer not only takes applications and picks people but directs their training. The new employee is sent to a training store, where people in each department are assigned to help him. The interviewer passes on his progress before sending him on a permanent assignment.

Management men and pharmacists are chosen by the main personnel division. Usually they are recent college graduates. Cunningham's keeps track of promising pharmacy students in nearby colleges, puts them in stores on a part-time basis, pays them a fair salary, and trains them in drug store management.

In addition, each year, the company picks four or five young men of exceptional promise for four-year college scholarships, paying all their educational expenses.

Newcomers are told that "being a Cunningham associate . . . is a real opportunity for growth and individual accomplishment."

Associates of three years and more participate in a profit-sharing plan. About 1,200 of the total 4,000 are now eligible for it. For eight years the company has contributed to the plan an average of 15% of its profits. By last December 31, after payments to heirs of deceased participants, the profit-sharing fund stood at \$1.427 million, or an average of \$1,200 for each participant.

But more immediate individual profits come from selling.

**The Oregonian
reaches**

MORE WOMEN...

**than any
other
selling medium
in the
Oregon Market**

For sizzling sales in the
Big Oregon Market,
it's The Oregonian — biggest
newspaper in
Pacific Northwest history!



Represented Nationally by MOLONEY, REGAN & SCHMITT, Inc.

FIRST in Carrier-Delivered Circulation
FIRST in City and Retail Trading Zone Circulation
FIRST in the entire Oregon Market—with
230,801 Daily and 285,026 Sunday

lowest in milline rate

A 50-YEAR OLD

"NEW" MAGAZINE

to sell the profit slice
of the restaurant field

A big change is under way. More and more millions of Americans are taking their meals at fast food service eating places.

A new market...a "new" magazine

To serve and sell the expanding fast food field, FOUNTAIN SERVICE has changed to FOUNTAIN AND FAST FOOD SERVICE and broadened its editorial scope. For 50 years it has led the way for fountains as they grew to a \$2½ billion market. The leading magazine in the field, it will now cover all types of fast service operation.

A bigger circulation

Now, FOUNTAIN AND FAST FOOD SERVICE is adding 10,000 to its circulation... the larger fast food service restaurants from coast to coast... bringing circulation up to 40,000 with the January 1952 issue. New rates will take effect then, but advertisers will receive a bonus circulation until April 1952, on contracts received by the end of this year.

The big field to sell—now

The fast food service field is a skyrocketing market for fountain, cooking and service equipment and accessories, and for all kinds of food. The place to sell this big "profit slice" of the restaurant business is in FOUNTAIN AND FAST FOOD SERVICE.

**FOUNTAIN &
FAST FOOD
SERVICE**

386 Fourth Avenue,
New York 16, N. Y.



The stores' calendar of events, contests and specials for the "quiet" month of July, 1951, listed 11 types of month-long "money makers" for salespeople, ranging from Hudnut hair items and Tawn cream to Obay deodorant and Revlon's lipstick line. Compulsory display items, featured on the Cunningham-sponsored "Cavalcade of Bands" TV programs, included Stoppers, Heed and Fresh deodorants, H. B. lipstick, Lilt, Tint-air, and two Johnson & Johnson products.

Among 21 items promoted by the chain's Tele-News Ace (TV) in July—and duly emphasized in the stores—were Iodent cosmetics, Beeman's gum, Kreml, Stopette, Odorono, La Palina cigars. In addition, one 10-day drive, among others, promoted Gillette.

The month started with a full-page ad on Kyron, for reducing, and 294 lines on Toni, both in the Sunday *Free Press*. . . . Before an 11-day "carnival of bargains" got rolling on July 11, special emphasis had been given to such things as White Rain shampoo, Thomas hair conditioner, and Staze for false teeth. . . . Meanwhile, allergy and moth products, footpads, books, and Pepsodent toothpaste-and-brush and Coty combination offers were coming into their own.

Perennial promotions are for Jumbo prints and ice cream specials.

Magazines such as *Cosmopolitan* and *Holiday* are promoted as products. Some calendars tie in with "The Saturday Evening Post values."

Incentives to Effort

Every month's calendar lists several luncheon and dinner meetings, for store managers or assistant managers and clerks, for soda fountain personnel, or sales forum graduates.

The first "reward" for a salesperson's ability to keep from getting snowed under by all this would seem to be just the continuance of his job. But he may get prestige from reports by investigators for Willmark Service, who check his sales-alertness. The list of those rated 100% by Willmark appears regularly in the *Cunningham News Ace*—a recent issue of which cited 72 of them.

From such efforts, month after month, the tangible rewards mount—especially on "p.m.'s."

In August, with McKesson & Robbins Cunningham's held a 25-day "greatest sales show" on Bexel vitamins. In addition to a "15% p.m." bonus salespeople could win \$6,000 in merchandise and other prizes. A broadside urged them to "get into the prize ring." For actual sales they

got silver dollars plus a chance to "take a punch" on a big punch board for gift prizes. The more punches they had, the greater their chances to win one or more of the larger prizes—all valued at \$39.95, and including Gruen watches, Toastmaster hospitality sets, Westinghouse roaster-ovens, Oshkosh luggage, rifles, radios.

This summer a 10-day drive on Bonnie Belle lotion brought 10% "p.m.'s" and \$1,200 in merchandise; a 15-day Toni and Bobbi contest 5% "p.m.'s," \$2,500 cash prizes, plus prizes from \$50 to \$10 for displays.

These "specials" are set by the manufacturers. Cunningham's operates under Fair Trade. It does not cut prices below F.T. minimums.

Jumbo Makes News

There are other ways of creating traffic and volume.

For three decades Cunningham's has made "news."

In 1931, for example, when the automobile factories were laying off scores of thousands, Nate Shapero used the Economical-Cunningham merger as the springboard for a "good will campaign," which brought in 80,000 customers.

Many promotions have been aimed at what he calls "winning tomorrow's customers." Various versions of Jumbo have helped.

In 1932, on behalf of such colossal values as Jumbo banana split and Jumbo chocolate sundae, he rented a live elephant from a circus. The four-day cost was \$1,700. With several pretty girls sitting near him under a beach umbrella, and enjoying Cunningham's confections, Jumbo toured Detroit on a large flat trailer.

This pachyderm has since given place to a mechanical Jumbo, for Jumbo photographic prints, which has aroused the enthusiasm of 100,000 youngsters and uncounted adults. . . . The Cunningham people happened to read about such a creature, several months ago, in *Life*. Ches Larsen contacted a friend in Bloxwich, England, who approached the manufacturer, Frank Stuart of Bluegate Studio. For \$8,000, the mechanical Jumbo—one of two in the world—was produced for Cunningham's. Jumbo has carried thousands of young Detroiters.

Once Cunningham's imported in a chartered airliner 100 rhesus monkeys, which it donated to Detroit's Belle Isle zoo. Then it added to the zoo's population two trained chimpanzees—and Nate Shapero financed the building of a "theater" for them.

This summer, Shapero failed Detroit, dismally, when he could not

persuade John Ringling North to let Cunningham's sponsor the three-day stand there of Ringling Bros. and Barnum & Bailey Combined Shows.

For each of three years, 1934 through 1936, he entertained 40,000 youngsters at an annual baseball party at Navin Field (now Briggs Stadium). Cunningham's backed exhibition games of the Detroit Tigers with the St. Louis Cards, New York Giants and Pittsburgh Pirates. The kids got in for statements on such things as "Why my family takes Alka-Seltzer" or why they buy at Cunningham's.

One 1934 entry came from Nate's son Ray. It said:

"I like Cunningham's because my Daddy is president."

A change in 'Tigers' policies ended this series.

A lot of promotions, of course, have had automotive aspects. One offered as prizes five Terraplane (Hudson) cars. And in a \$1-million sale the winners got 20 midget auto racers.

The company and its president take seriously their responsibilities to communities and the nation.

During the NRA period Cunningham's ran newspaper ads to announce full cooperation in this program to restore prosperity by shortening work hours and thus providing more jobs. One ad sought 50 each of registered pharmacists, assistant pharmacists and junior clerks, and "100 experienced soda girls." This meant adding an average of three and one-half people for each of the chain's then 70 stores.

A decade later, near the end of World War II, this regional chain borrowed the up-front position of Lambert Co. in *The Saturday Evening Post* to offer honorably-discharged servicemen "free scholarships for future pharmacists." But especially it sought "youth with vision — sound young thinkers and inspired young dreamers" to "become interpreters and leaders of America tomorrow."

"No man," says Nate Shapero, "lives unto himself." He has tried to do his personal bit for the people of what he calls "the biggest small town in the world."

At various times he has led Jewish and other philanthropies; has served as a Detroit fire commissioner and as a member of the State Board of Welfare; directed Wayne County retailers' programs for war bonds; raised funds for disabled veterans.

In 1937, the year the Miller-Tydings amendment authorized interstate agreements in fair trade, the National Association of Chain Drug Stores elected him president.

Shapero today is vice-president of

the group headed by John Ford to restore the Detroit Symphony. In 24 hours the new group got 20 leaders to invest \$10,000 each in it for three years.

With \$3 million from the city and \$4 million from private contributors, Detroit will have a convention hall.

The \$1 million-a-year Cunningham advertising program includes \$500,000 for newspaper ads in Detroit and 17 other Michigan cities; \$50,000 for point-of-purchase; \$50,000 for outdoor posters—all handled direct under Advertising Manager Jayne; and \$200,000 for radio and \$100,000 for TV, through Simons-Michelson Co., Detroit agency.

The Advertising Pattern

Cunningham's buys co-op advertising with national advertisers at local rate.

The chain's schedule includes: Every Monday, a quarter-page in the *Detroit Shopping News*, and every other Monday 1,792 lines on toiletries in the *Free Press*; every Tuesday a half-page "sock" ad on one or two products in the *Detroit News*; every Wednesday seven columns full on 40 to 60 items in the *Detroit Times* and newspapers in other cities; every Thursday, on 60 to 80 items, a full page in the *Detroit News*.

And five days a week, in addition, Jumbo prints get six 28-line insertions daily in the *News*, five in the *Times* and four in the *Free Press*.

The Michigan newspaper list includes the *Adrian Daily Telegram*, *Ann Arbor Daily News*, *Battle Creek Inquirer News*, *Bay City Times*, *Birmingham Eccentric*, *Cadillac Evening News*, *Jackson Citizen-Patriot*, *Lansing State Journal*, *Midland Daily News*, *Monroe Evening News*, *Mt. Clemens Monitor Leader*, *Owosso Argus-Press*, *Pontiac Press*, *Port Huron Times-Herald*, *Royal Oak Tribune*, *Saginaw News* and *Ypsilanti Press*.

Every month throughout Detroit Cunningham's schedules 80 24-sheet posters.

Radio and TV efforts lean heavily toward news and sports shows. In 11 years the chain has sponsored more than 100,000 consecutive Cunningham's News-Ace broadcasts. This series now runs 24 times a week over WXYZ (ABC), 25 times over WJLB and WCAR, 37 over CKLW (Mutual).

Tele-News Ace goes on for 15 minutes, three times a night, five nights a week, over WJBK-TV. "Thrill of Your Life" and National Soft Ball League games both are sponsored over WXYZ-TV Satur-

day nights and "Sports Show" on WJBK-TV Monday through Friday nights. And for one hour Tuesday night, over WXYZ-TV, Cunningham's brings Detroiters Buddy Rogers and his "Cavalcade of Bands."

Ads in all media stress specific merchandise and "specials."

That congestion which M. Cadillac would see in the streets is composed largely of people running over to Cunningham's to pick up something. And those large burdens which they pile into their strange carriages as they come out, suggest that their desires were broadened a bit, inside.

HIRING SALESMEN?

Write for a free sample of our specialized application blank

In evaluating applicants for sales jobs, your company needs detailed information on the education, background, sales experience and individual characteristics of each prospective employee.

To fill this need, SALES MANAGEMENT has prepared specialized "application for employment" forms based on the opinions of a group of experts on hiring salesmen. These detailed four-page forms will give you all the basic information you need on each applicant. They have been approved by legal experts as conforming to the New York State anti-discrimination law, regarded as the strictest of any state in the nation.

A free sample of this "application for employment" blank will be provided, with a price list, on request. Write—SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

SUMMARY OF 1950 MARKET DATA FOR ALL INCORPORATED CITIES

SM ESTIMATES FOR CITIES OF 2,500 PERSONS AND OVER

	POPULATION (in thousands as of Jan. 1, 1951)		RETAIL SALES—1950—DOLLARS IN MILLIONS						PER CAPITA SALES —1950— IN DOLLARS						NET EFFECTIVE BUYING INCOME		
	Total	Fam- ilies	Total Retail Sales	Food Stores Sales	General Mer- chandise	Furn.- House- Radio	Auto- motive Sales	Drug Store Sales	Total	Food	G.M.	F.H.R.	Auto	Drug	Net EBI (in million)	Per Family Income (\$)	Per Capita Income (\$)
GROUP 1:																	
Pop. over 1,000,000	17,591	5,329	20,300	4,628	3,161	1,274	2,936	537	1,154	263	180	72	167	31	31,699	5,949	1,802
% U. S. A.	11.55		14.47	14.37	18.90	16.34	9.99	14.68							15.87		
GROUP 2:																	
Pop. 500,000-1,000,000	9,261	2,788	12,197	2,603	2,289	729	2,117	345	1,317	281	247	79	229	37	16,248	5,829	1,754
% U. S. A.	6.08		8.69	8.09	13.68	9.35	7.20	9.43							8.14		
GROUP 3:																	
Pop. 250,000-500,000	8,979	2,799	12,080	2,376	2,220	732	2,632	337	1,345	265	247	82	293	38	15,730	5,620	1,752
% U. S. A.	5.90		8.61	7.38	13.27	9.39	8.96	9.21							7.88		
GROUP 4:																	
Pop. 100,000-250,000	9,642	2,917	12,643	2,677	1,737	838	2,674	346	1,311	278	180	87	277	36	15,781	5,409	1,637
% U. S. A.	6.33		9.01	8.31	10.38	10.75	9.10	9.46							7.90		
GROUP 5:																	
Pop. 50,000-100,000	9,333	2,782	12,243	2,675	1,423	753	2,671	316	1,312	287	152	81	286	34	14,871	5,345	1,593
% U. S. A.	6.13		8.73	8.31	8.51	9.66	9.09	8.64							7.45		
GROUP 6:																	
Pop. 25,000-50,000	9,263	2,768	12,021	2,643	1,194	667	2,792	316	1,298	285	129	72	301	34	14,227	5,140	1,536
% U. S. A.	6.08		8.57	8.21	7.14	8.55	9.50	8.64							7.12		
GROUP 7:																	
Pop. 2,500-25,000	25,788	7,652	32,132	7,373	2,652	1,827	7,382	871	1,246	286	103	71	286	34	34,682	4,532	1,345
% U. S. A.	16.93		22.89	22.90	15.85	23.43	25.12	23.81							17.37		
BALANCE OF U. S. A.	62,454	17,132	26,701	7,222	2,053	977	6,181	590	428	116	33	16	99	9	56,463	3,296	904
% U. S. A.	41.00		19.03	22.43	12.27	12.53	21.04	16.13							28.27		
U. S. TOTALS	152,311	44,167	140,317	32,197	16,729	7,797	29,385	3,658	921	211	110	51	193	24	199,701	4,521	1,311

New SM Study Shows Big Market Shifts

Where are the best markets for your product—big cities, medium size or small? Which ones are best for volume? Which are highest in quality?

These questions and many others will be answered in SM's November 10 issue which will feature dollar and ranking figures of 844 U.S.A. cities and 46 Canadian cities, having 1950 sales volumes of \$20 million or more, grouped by seven population classes; also rankings within the state of the entire list of 1,621 cities covered annually in SM's *Survey of Buying Power*.

The highest per capita sales levels are no longer found in the large metropolitan cities, but rather in those of moderate size. There are two reasons for this:

1. The large metropolitan cities have been most heavily hit by the decentralization of sales from the central city to suburban areas. Thus, the highest per capita sales of automobiles are found in cities with populations between 25,000 and 50,000; the highest food sales per capita are in cities with between 2,500 and 100,000 persons; the highest per capita sales of furniture-household-radio (abbreviated in the table as F.H.R.) are in cities with between 100,000 and 250,000 persons, while the sale of general merchandise and drugs remains most heavily

concentrated in cities with between 250,000 and 1,000,000 persons.

2. Per capita sales are of necessity based on the assumption that the city's retail sales represent the purchases made by residents of the city, but in actuality many of the purchases may be made by people living just outside the municipal boundary, or in many instances by those living at a distance of 20-40-even 100 miles away. Broadly speaking, the small city—if it is an independent marketing entity—has a relatively larger trading area population than the big metropolis. Through a combination of trade from farmers and the residents of hamlets and unincorporated places, the city of 10,000 or 20,000 may draw the most substantial part of the purchasing of an additional 10,000 or 20,000 or even more, while it's seldom, if ever, that the big city's outside area has as many people as the central city.

The decentralization tendency is also strikingly revealed when one compares the 1950 percentages of population by city-size group with those of 1940. Thus, all the city-size groups gained in relative importance since 1940 except for cities over 1,000,000, which with 12.1% of the total population in 1940, dropped to 11.6% in 1950.

FOR ADVERTISERS . . .

Cincinnati's greatest advertising medium, with 1,046,737 more lines of Total Display than the other evening paper, 3,181,948 more lines than the morning paper.*

FOR READERS . . .

a bargain matinee in news, with 1,840,973 more lines than the other evening paper, 1,313,851 more than the morning paper.*

NO WONDER . . .

the Cincinnati Times-Star is read by more Greater Cincinnatians than any other daily newspaper!
And advertised in by more sellers than any other!

*Media Records, Jan. 1 to Aug. 31, 1951.

... it's the **TIMES-STAR**



NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 333 N. Michigan Ave.; WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11.

OCTOBER 15, 1951

Advertising

MEDIA... AGENCIES... SERVICES

NBC Re-Values Stations, Giving Flexibility To Advertisers

The National Broadcasting Co. has redesigned the shape and content of its radio package for national advertisers. No longer will an advertiser have to buy all of the network's so-called basic radio stations. According to Charles R. Denny, NBC executive vice-president, the network now permits advertisers to select stations of their own choice rather than minimum national groups designated by the broadcasting company. Replacing present policies on this subject is the provision that minimum purchase in network option time is a network representing 75% of the gross cost of the total continental network for the periods ordered.

Other NBC plans contemplate changes in network option time arrangements which will provide the network with additional time to sell in the morning and will adjust other

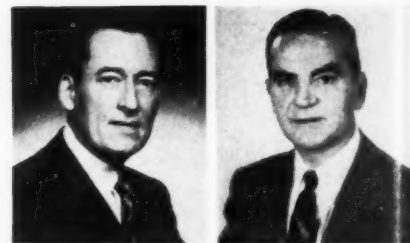
periods to conform better to the network's sales needs.

Another major change is establishment of the NBC "Minute Man Service" under which the network will provide its affiliates with a large volume of network programs available for sale by them in station time periods on a "pay as you sell" basis.

Among the new sales procedures is one permitting advertisers to buy established network programs for a single broadcast, alternating week sponsorships, or non-consecutive broadcasts spread over a desired period.

NBC also plans to add affiliates in areas where improvement in network coverage is important from a sales standpoint.

These changes grew out of a basic economic study of network policies and practices which was conducted by a special committee of station and network representatives. The study has been reviewed and endorsed by the NBC Stations Planning and Ad-



NEWLY ELECTED: Wm. J. McDonald (left) to president of Wendell P. Cotton Co., succeeding Wendell P. Cotton, now board chairman; Wendell P. Cotton, Jr., (right) to be the executive vice-president.

visory Committee, representing all network affiliates.

A group of stations—40 to 50—which represent the most valuable NBC advertising outlets in the country, are to be designated as "primary" stations. These stations were selected after ranking all network outlets on the basis of 18 separate tests including radio homes, BMB listening, retail sales in their markets, etc. The remaining categories of NBC's stations will be designated as "supplemental" and "premium" stations.



FRANK MILLER, former General Mills executive, is named marketing vice-president, G. M. Basford Co.



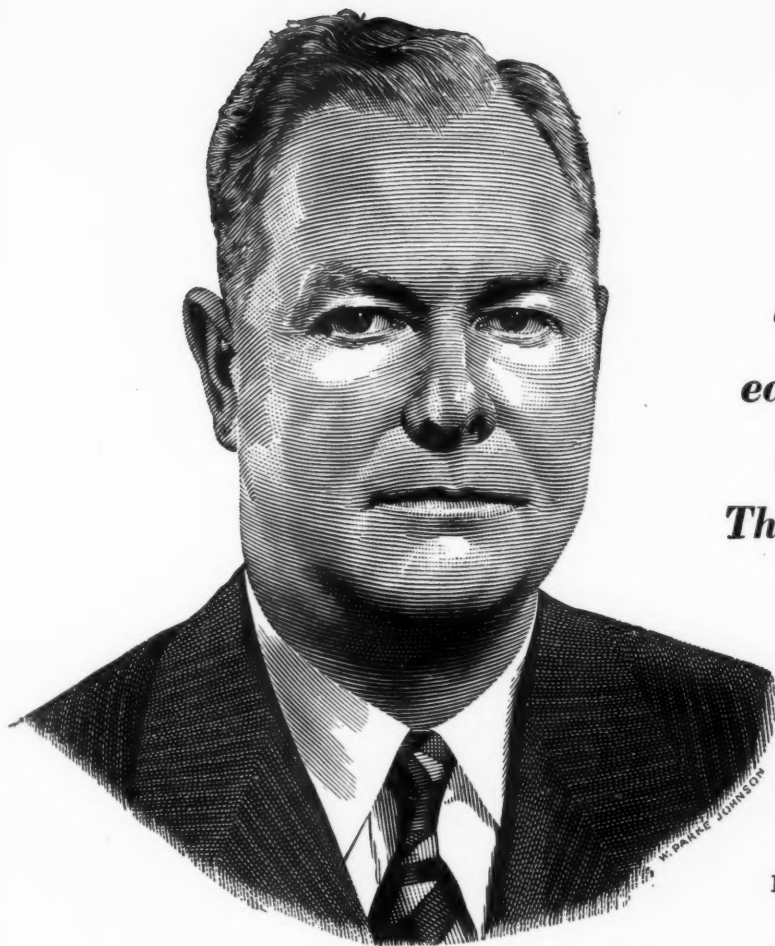
PURCHASED... Stations WOW and WOW-TV, Omaha, Neb., are now owned by Meredith Engineering Co., a subsidiary of Meredith Publishing Co. Left to right: E. T. Meredith, Jr., vice-president and general manager of the publishing company; the Hon. Francis P. Mathews, Ambassador to Ireland, representing WOW Broadcasting Inc.; Fred Bohen, president, Meredith Publishing Co. Mr. Mathews remains on board.

Newspapers Promote Medium Via Their Own Pages

"To re-awaken and sharpen enthusiasm for the newspaper as the basic advertising medium" among all media-buying influences is the design of an advertising campaign begun this month by daily newspapers of the United States and Canada.

From coast to coast, 538 newspapers have agreed to cooperate in the campaign. These papers account for a total daily circulation of more than 30,000,000.

The campaign, which has been prepared by the Bureau of Advertising, A.N.P.A., is being directed by a joint committee representing the Bureau, the Newspaper Advertising



"... Nearly nine out of each ten of our employees are ... participating in The Payroll Savings Plan."

E. J. HANLEY

President, Allegheny Ludlum Steel Corporation

"Systematic Savings offer the surest means of future security and we know of no better systematic savings plan than that afforded by payroll deduction purchases of U.S. Defense Bonds. Nearly nine out of each ten of our employees are helping their country while they save by participating in this plan."

There are three easily understood reasons why 88% of Allegheny Ludlum's 14,378 employees are enrolled in the Payroll Savings Plan:

- the recognition by Mr. Hanley and his associates of the Payroll Savings Plan as a major contribution to America's Defense effort ... an important, stabilizing factor in our national economy ... a road to personal security for Allegheny Ludlum employees.
- Allegheny Ludlum's person-to-person canvass of employees, which put an application blank for the Payroll Savings Plan in the hands of every man and woman on the company payroll.

- the patriotism and sound sense of the Allegheny Ludlum employees who know that every dollar they invest *each month* in U.S. Defense Bonds is a double duty dollar—it helps to keep America strong ... it builds personal security for the employee.

If employee participation in *your* Payroll Savings Plan is less than 50% ... or if you are one of the relatively few industrial companies that does not have a Payroll Savings Plan, phone, wire or write *today* to Savings Bond Division, U.S. Treasury Department, Suite 700, Washington Building, Washington, D.C. You will get all the assistance you may need to place your company among the thousands of companies that have 60, 70, 80%, even 88% participation in the Plan That Protects.

The U. S. Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and

SALES MANAGEMENT



Executives Association, the American Association of Newspaper Representatives, and the National Newspaper Promotion Association. The committee, appointed by the Bureau's board of directors, is headed by Maj. Gen. J. O. Adler of *The New York Times*.

The audience to be reached, as outlined in the plan, is "all the people who are influential in the ultimate selection of advertising media." This objective puts particular stress on such influences as manufacturers' divisional managers and salesmen, wholesalers, distributors, retailers, chain store buyers, etc. All of these, it is stated, can be reached more readily and more consistently through newspaper advertising than by any other means.

Because of the nature of this primary audience, the advertising copy is broad in approach and indicates how the newspaper touches upon and affects the life of Americans every day. The appeals will thus differ sharply from most conventional media promotion. As the campaign develops, it will become aggressively competitive toward other media.

Mats of the ads are being provided by the Bureau at cost to participating newspapers. They are available in three sizes—full page, 1,000 lines and 600 lines.



RALPH LINDER, vice-president in charge of marketing and plans board member, Kenyon & Eckhardt, Inc.

"Supermarketing" Service By WCBS for Food Chains

"WCBS Supermarketing," a new merchandising service for products stocked by grocery stores, and involving tie-ups with key grocery chains, is now underway in the New York metropolitan area.

The new merchandising service, according to Carl Ward, general manager of WCBS, CBS-owned radio station in New York City, arranges for grocery products advertised on, and designated by, WCBS to receive special in-store display in approximately 1,300 key grocery stores in the area, subject to store

management approval of the product.

In its simplest terms, the service delivers in-store promotions to advertisers for which many have been accustomed to paying an established fee according to individual chains' policies.

Generally speaking, an advertiser can qualify for the WCBS service by contracting for \$1,500 weekly for 13 weeks. "Supermarketing" is also available on a proportionate basis to advertisers whose budgets will not allow this expenditure weekly.

Among the chains included in the WCBS "Supermarketing" plan, with the number of stores, are: A & P (742); Bohack's (250); Grand Union (127); Dilbert's (67); Food Fair (41); King's (20); Shopwell (18).

The plan is flexible, says Mr. Ward; consideration is given when not all products are stocked by all stores and this is reflected in a reduced ratio of charges involved. The plan is available to seasonal sponsors as well as to long-term clients.

Mr. Ward points out that there are no restrictions on the type of facilities which WCBS will offer for the "Supermarketing" service. They may be programs, participations or station breaks—whatever may be open at any given time to be purchased at the advertiser's discretion.



INNOVATIONS in grocery promotion plans (new mat service, etc.) of *Ladies' Home Journal* being discussed by the magazine's director of grocery merchandising, Tom Raser (seated), with (L. to R.) Newlin B. Wildes, publication manager, Boston office; Carroll Johnson *Journal* research director; H. A. Dingwall of the New York City office.



SPECTACULAR for The Grand Union Co. is flashed up over Broadway in New York City as general sales manager William W. Brady switches on sign with potential audience of 1½ million people: half New Yorkers, one-fourth from 50-mile radius, remainder nation-wide.

MEASURING READERSHIP

Is Surveying Buying Power

When more than 70% of a publication's full-page advertisers consistently use its pages for over 20 years, then definite proof is provided of a high and sustained readership rating — plus buying power.

A carefully screened circulation and a well-balanced editorial diet are responsible for this exceptional standing of TIRES Service Station.

Editorial contents are made to order for the relatively small number of quality tire dealers who actually have the real buying power in the industry. Selected tradesmen are provided with selected reading material, quite distinct from the paper presenting a hodgepodge editorial coverage, hoping to hold the interest of the varied mass retail outlets, which because of their greater numbers must individually have lesser buying power.

With this select editorial presentation it is only natural that a high readership has been developed in TIRES Service Station and year-in-year-out advertising support earned from concerns that closely measure their sales promotion expenditures.

If you have a product that can be marketed through these outlets you will find the quality circulation of TIRES Service Station can do a good job for you.

Let us give you the details about this business paper which for more than 30 years has maintained top readership rating and a corresponding advertising response from a field with high buying power.

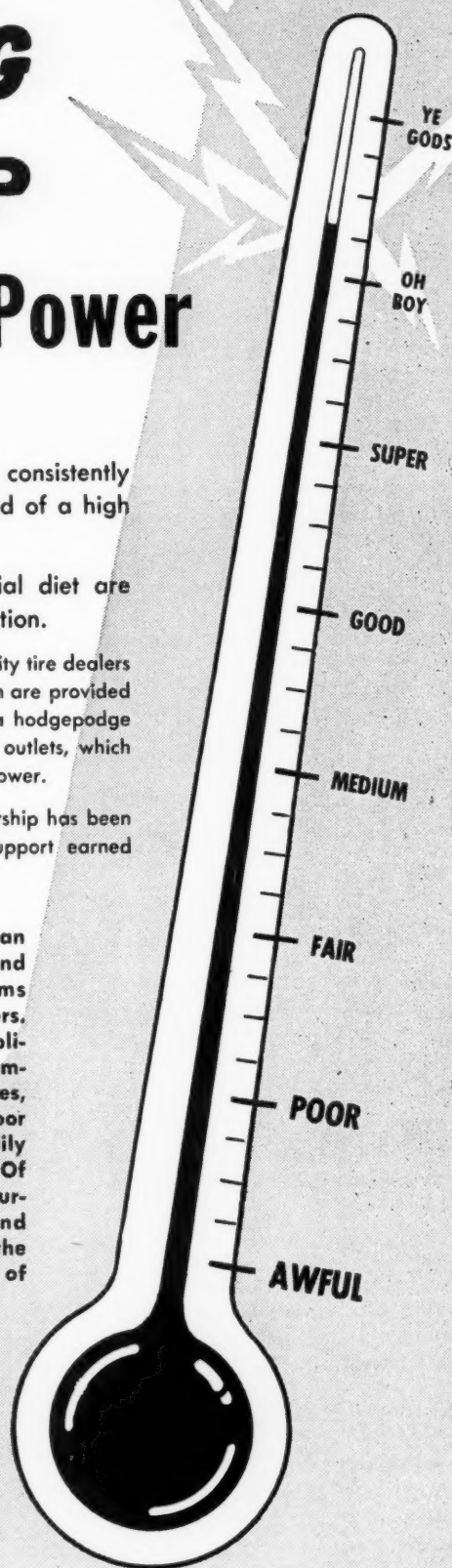
The modern quality tire dealer is an automotive merchant who sells and services a wide variety of items appealing to car and truck owners. Television, radio and electrical appliances are merchandised just as completely as are tires, tubes, batteries, spark plugs, seat covers, car floor mats and the other things so readily associated with motor vehicles. Of course, he is a prospect for the purchase of any sort of office and shop equipment that will insure the speedy and efficient operation of his business.

READERSHIP IS THE GAUGE OF ADVERTISING VALUE

TIRES

SERVICE STATION

380 FOURTH AVE. NEW YORK 16, N. Y.



"All About Baby" Goes National Via 65 Newspapers

"All About Baby," newspaper editorial type co-op advertising column, now appearing in *The Philadelphia Inquirer*, is to go national early in 1952, in major market Sunday newspapers with an estimated circulation of 20,000,000.

The column by Mrs. Don Gregory made its debut in Philadelphia last March and has appeared every week since. According to O. L. Helfrich, national sales manager, it is being expanded at the request of advertisers.



CREATOR of "All About Baby" ad column, Mrs. Don, and Barbara, Gregory.

Conceived by a young mother, "All About Baby" got its start when Mrs. Gregory started having a baby of her own. When she began to plan for her baby's arrival, she realized that she didn't know one brand name from another in baby products. Here was a consumer planning to spend hundreds of dollars on "baby's trousseau." Yet she had to depend almost entirely on the advice of salespeople when it came to making a brand choice.

Mrs. Gregory then decided that telling mothers about baby products via newspapers would both help the mothers and bring improved sales results to advertisers.

In Philadelphia the column clicked from the start for such advertisers as Libby's Baby Foods, RCA for children's records, Dy-Dee Wash Diaper Service, Abbotts Milk, Edwards shoes, and even sold Bobrow cigars for expectant fathers.

Starch ratings have been approximately seven times as high as the average ad in *The Inquirer*.

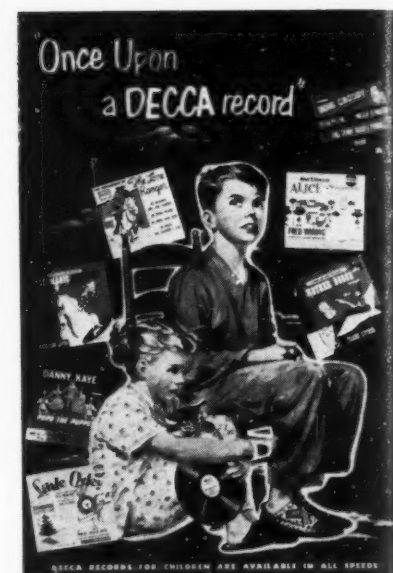
In going national, "All About Baby" is designed to help advertisers isolate and reach the majority of the nation's 8,600,000 mothers of the 10,500,000 babies under three years. The column will be placed on the woman's or society pages of approximately 65 Sunday newspapers with 20,000,000 families. Each newspaper will carry the column exclusively in its market. Line rates are to be about \$50 per line, with a three-inch minimum and a seven-inch maximum.

"All About Baby" is represented by O. L. Helfrich, national sales manager, at 45 West 45 Street, New York City.

Four Networks and Their O&O Stations Join BAB

The four national networks have enrolled simultaneously in Broadcast Advertising Bureau, Inc., the industry's organization for promotion of the radio medium.

In addition to enlisting their networks as active members of BAB, American Broadcasting Co., Columbia Broadcasting System, and National Broadcasting Co. have now also enrolled all of their owned and operated stations in membership. Those of CBS and NBC have been



HEART IS TARGET of Decca Record's point-of-sale display during October in monthly series by Einson-Freeman Co., Inc.

active members since April 1, 1951. Enrollment of ABC owned and operated stations is effective with the network's membership. In the case of Mutual Broadcasting System, all of its stockholder stations are members.

Combined dues of the four networks and their owned and operated stations will increase the Bureau's revenue during the next 12 months by approximately \$172,000.



FIRST R.O.P. color ad to be published in the Washington (D. C.) *Times-Herald* was a Charter Oak Straight Bourbon page appearing in September. Mark Dietz (left), sales manager of Continental Distilling Corp., and George R. Titus, assistant advertising manager of the *Times-Herald* watch the event which underscores one of the newspaper's improvements since the addition of its new \$3,500,000 annex building.

Sales Management
THE MAGAZINE OF MARKETING

151

Helpful Selling Techniques
Productivity
Sales Strategy
Sales Management
Sales Training
Sales Research
Sales Planning
Sales Control
Sales Promotion
Sales Forecasting
Sales Analysis
Sales Evaluation
Sales Improvement
Sales Success

SURVEY OF BUYING POWER

01 001															
CARD NO.	STATE	COUNTY	CITY	RETAIL SALES			WHOLESALE (CITIES ONLY)	BUYING INCOME				FARM INCOME (COUNTIES ONLY)	SALES ADVTG. CTLS % OF U.S.A. POTENTIAL	QUAL. OF MKT INDEX	
				HOME FURN.	AUTO	DRUGS		NET DOLLARS	% OF U.S.A.	PER CAPITA	PER FAMILY				
01	00	00	00	00	00	00	00	00	00	00	00	00	00	00	00
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76
77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92
93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08
09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88
89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04
05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	00
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76
77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92
93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08
09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88
89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04
05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	00
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76
77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92
93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08
09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88
89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04
05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	00
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64
65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96
97	98	99	00	01	02	03	04	05	06	07	08	09	10	11	12
13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44
45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76
77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92
93	94	95	96	97	98	99	00	01	02	03	04	05	06	07	08
09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40
41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56
57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88
89	90	91	92	93	94	95	96	97	98	99	00	01	02	03	04
05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68
69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84
85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	00
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
49	50	51	52	53	54	55	56	57	58	59	60				

By using only those cards conforming to your particular sales territories, you can conveniently apply the **SALES MANAGEMENT** *Survey of Buying Power* to your own market areas. Through **MARKET STATISTICS, INC.**, the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone Mu. 4-3559)

MARKET STATISTICS, INC.

OCTOBER 15, 1951

ADVERTISEMENT

REPRINT

from

JUNE 1st ISSUE

Sales Management

48. "At All the Better Stores"

Three New York Jewelry Stores
and Stern Brothers Department
Store

The consistent advertising of Richelieu Pearls in *The New York Times* Sunday Magazine registered with us when we set out to buy a birthday gift for our daughter. The ads said we would find the product at all the better stores.

First we tried Busch's, a large chain. Without making any attempt to find what had attracted me to Richelieu or Pearl, I was saying something like, "It's a nice line," then I went off with them.

We decided that our daughter might better like some other present. The wonderful impression engendered by the *Times* ads was dissipated by difficulty in finding the line at "all better stores," by inability of the salesperson to establish the values, and by the lack of a gift box.

Next we tried Buchwald's, opposite Macy's. Here the salesman admitted that Richelieu was a very fine line, but asked if he might show their featured line which turned out to be Trifari.

**THIS DOESN'T
HAPPEN** When
A Manufacturer
uses "Our Plan"

DO YOU WANT TO
SEE AN ACTUAL FILE
ON HOW WE DO IT?

We'll Send It To You
NO ONE WILL CALL
Write To

**BETTER
BUYS CO.**

So. OZONE PARK 20, N. Y.

Statement of Ownership

STATEMENT OF THE OWNERSHIP, MANAGEMENT, AND CIRCULATION REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233)

OF SALES MANAGEMENT published semi-monthly on the 1st and 15th except in May and November when it is published on the 1st, 10th and 20th at East Stroudsburg for October 15th, 1951.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, SALES MANAGEMENT, INC., 386 Fourth Avenue, New York 16, N. Y.; Editor, Philip Salisbury, 386 Fourth Avenue, New York 16, N. Y.; Managing editor, A. R. Hahn, 386 Fourth Avenue, New York 16, N. Y.; Business manager, Raymond Bill, 386 Fourth Avenue, New York 16, N. Y.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.) SALES MANAGEMENT, INC., Raymond Bill, Edward Lyman Bill, Randolph Brown and Philip

Salisbury, all at 386 Fourth Avenue, New York 16, N. Y.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.) None.

4. Paragraphs 2 and 3 include, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting; also the statements in the two paragraphs show the affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner.

5. The average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the 12 months preceding the date shown above was: (This information is required from daily, weekly, semiweekly, and triweekly newspapers only.)

PHILIP SALISBURY
Editor.

Sworn to and subscribed before me this 24th day of September, 1951.

[SEAL]

Helen M. Verlin
(My commission expires March 30, 1952.)



OUR OFFICE OF INTERNATIONAL TRADE has invited 12 men to this country for a tour of packaging firms. "The Netherlands Paper and Board Packaging Mission" expects to learn, from whatever American know-how can contribute, how to meet the increased demand placed upon their packaging industry arising from defense production. Raymond Loewy Associates made the initial presentation to the group (above) and briefed them on the scope of package design in the U.S.

Delegates, here from September 17 to October 26, must determine ways of conserving critical materials in their homeland by using paper and board as packaging substitutes. Meanwhile, the manager of Loewy's London office is touring the Continent (this side of the Iron Curtain) with a display of American packaging. In reverse, the same purpose will be served there: to help other countries solve packaging problems.

INDEX TO ADVERTISERS

Advertising Checking Bureau	114	Jam Handy Organization	2nd Cover	Slick Airways, Inc.	144
Agency: Hamilton Advertising, Inc.		Agency: Campbell-Ewald Company, Inc.		Agency: The Caples Company	
Advertising Council	151	The Harward Co., Inc.	108	Soundscribe Corp.	147
American Magazine	26-27	Heinn Company	104	Agency: H. B. Humphrey, Alley & Richards, Inc.	
Agency: Campbell-Ewald Company, Inc.		Agency: Paulson-Gerlach & Associates, Inc.		South Bend Tribune	146
American Telephone & Telegraph Co.	47	D. B. Hopkins Co.	106	Agency: Lamport, Fox, Prell & Dolk, Inc.	
Agency: N. W. Ayer & Son, Inc.		The Schuyler Hopper Co.	49	Southwest Publications Co.	148
American Telephone & Telegraph Co.	79	Hotel Cleveland	121	Agency: George Knox & Assoc.	
(Classified)		Agency: The Griswold-Eshelman Co.		Spokane Daily Chronicle-Spokesman-Review	12-13
Agency: Cunningham & Walsh, Inc.		Household Magazine	157	Agency: Pacific National Advertising Agency	
Ampro Corporation	98	Agency: The Buchen Company		Standard Outdoor Advertising, Inc.	120A
Agency: Ruthrauff & Ryan, Inc.		Housewives Protective League	20	Agency: Donahue & Coe, Inc.	
Associates Business Publications	116-117			Standard Rate & Data Service	131
Agency: Media Promotion Organization		Indianapolis Star & News	9	Agency: The Schuyler Hopper Co.	
Atlanta Journal & Constitution	93	Agency: Sidener and Van Riper, Inc.		Stein Brothers	96
Agency: D'Arcy Advertising Company		Kimberly-Clark Corp.	107	Agency: The Phil Gordon Agency, Inc.	
Aviation Week	142-143	Agency: Foote, Cone & Belding		Strathmore Paper Co.	140
Agency: Buchanan & Company, Inc.		Los Angeles Herald & Express	125	Agency: Abbott Kimball Co., Inc.	
Baltimore News Post	83	Agency: Dan B. Miner Company		Successful Farming	129
Agency: Anderson & Cairns		Louisville Courier-Journal	52	Agency: L. E. McGiverna & Co., Inc.	
Bardwell & McAlister, Inc.	108	Agency: Zimmer-McClaskey Advertising		Sweet's Catalog Service	64A-B-C-D
Agency: Elmer W. Ayer, Adv.		Lubbock Avalanche-Journal	152	Agency: The Schuyler Hopper Co.	
Batten, Barton, Durstine & Osborn	31	Agency: Randall-Perry			
Banking	86	Market Statistics	165	Telechron, Inc.	97
Agency: Royal & De Guzman		Maryland Glass Corp.	3rd Cover	Agency: James Thomas Chirurg Company, Inc.	
Beaverite Products	111	Agency: VanSant Dugdale & Co., Inc.		Thomas Register	3
Agency: Sanger-Funnell, Inc.		McClatchy Newspapers	103	Agency: W. N. Hudson	
Better Buys, Inc.	166	Agency: J. Walter Thompson Co.		Tires Service Station	163
Better Homes & Gardens	74-75	McGraw-Hill Publishing Co.	138-139	Today's Health	120
Agency: Kudner Agency, Inc.		Agency: Fuller & Smith & Ross, Inc.		Agency: Wells Hetherington & Associates	
Bloomington Pantagraph	60	Memphis Press Scimitar-Commercial Appeal	120B	Today's Woman	11
Agency: Kane Advertising		Agency: Merrill Kremer, Inc.		Agency: Sterling Advertising Agency	
Buffalo Courier-Express	149	Midwest Farm Papers	105	Trans World Airlines	132
Agency: Baldwin, Bowers & Strachan, Inc.		Agency: Olmstead & Foley Advertising Agency		Agency: Batten, Barton, Durstine & Osborn, Inc.	
The Burkhardt Co.	110	Milwaukee Journal	5	Troy Record Newspapers	73
Agency: Clark & Rickerd, Inc.		Agency: Klau-Van Pietersom-Dunlap Assoc., Inc.			
Chicago Herald-American	126-127	National Broadcasting Company	68-69	U. S. Bond	161
Agency: George F. Florey, Inc.		Agency: J. Walter Thompson Co.		U. S. News & World Report	18-19
Chicago Show Printing	33	National Petroleum News	23	Agency: The Caples Co.	
Agency: George H. Hartman Company		Agency: Fuller & Smith & Ross, Inc.		United Van Lines, Inc.	10
Chicago Tribune	4th Cover	Nation's Business	4	Agency: Stanley L. Cahn Co.	
Agency: N. W. Ayer & Son, Inc.		Agency: Royal & De Guzman			
Cincinnati Times-Star	158-159	New York Journal-American	1	WCAU (Philadelphia)	137
Agency: The Chester C. Moreland Co.		Agency: Kudner Agency, Inc.		Agency: N. W. Ayer & Son, Inc.	
Cleveland Plain Dealer	21	New York News	122-123	WDIA (Memphis)	52
Agency: Lang, Fisher and Stashower, Inc.		Agency: L. E. McGiverna & Co., Inc.		Agency: Cole & Co., Inc.	
Cleveland Press	141	New York Times	130	WGAR (Cleveland)	115
Agency: Fuller & Smith & Ross, Inc.		Agency: Schwab & Beatty, Inc.		Agency: Fuller & Smith & Ross, Inc.	
Columbia Broadcasting System	24-25	New York World Telegram & The Sun ...	51	WHO (Des Moines)	14
Consolidated Lithographing Corp.	20	Agency: Donahue & Coe, Inc.		Agency: Doe-Anderson Advertising Agency	
Agency: The Wesley Associates		Oravisaal Company, Inc.	106	WMCT (Memphis)	22
Consumer Markets	131	Oregonian	153	Agency: Simon & Gwynn	
Agency: Schuyler Hopper Co.		Agency: MacWilkins, Cole & Weber		WSJS (Winston-Salem)	2
Davenport Times-Democrat	64	Parade Publications, Inc.	118	Agency: Bennett Advertising, Inc.	
Agency: L. W. Ramsey Advertising Agency		Agency: Robert W. Orr & Associates, Inc.		Waldron, Inc.	78
Dell Publishing Co.	85	Park & Tilford Distillers Corp.	87	Agency: H. M. Dittman Advertising, Inc.	
Agency: Robert W. Orr & Associates, Inc.		Agency: Storm and Klein, Inc.		Wall Street Journal	58
Detroit News	57	PerryGraf Corp.	91	Agency: Bozell & Jacobs, Inc.	
Agency: W. B. Doner & Company		Philadelphia Evening Bulletin	34	David White Co.	102
Detroit Times	119	Agency: N. W. Ayer & Son, Inc.		Agency: Klau-Van Pietersom-Dunlap Associates, Inc.	
Agency: Wolfe-Jickling-Conkey, Inc.		Pictorial Review	54-55	Woman's Day	71
The Reuben H. Donnelley Corporation	134-135	Agency: Charles W. Hoyt Co., Inc.		Agency: Paris & Pearl	
Agency: Fulton, Morrissey Company		Pioneer Rubber Co.	78	Woman's Home Companion	29
Ecor, Inc.	109	Agency: Carr Liggett Advertising, Inc.		Agency: McCann-Erickson, Inc.	
Agency: Sander Rodkin Advertising Agency, Ltd.		Radiant Mfg. Corp.	109		
The Enter-Prizes Company	96	Agency: Irving J. Rosenbloom Advertising		X-Ray Visual Products Sales Methods, Inc.	112
		R. C. A.	95		
Farm Journal	6-7	Agency: J. Walter Thompson Company			
Agency: Lewis & Gilman		St. Paul Dispatch-Pioneer Press	28		
Farm & Ranch Publishing Co.	16-17	Agency: Melamed-Hobbs, Inc.			
Agency: Rogers & Smith Advertising		St. Petersburg Times	60		
First Three Markets Group	113	Agency: Griffith-McCarthy, Inc.			
Agency: Anderson & Cairns		Sales Management	145, 152, 155		
Florida Newspapers	133	Sales Tools	108		
Agency: Newman, Lynde Assoc., Inc.		Agency: George F. Koehnke, Inc.			
Flying Tigers Line, Inc.	30	San Diego Union & Tribune Sun	80		
Agency: Heintz & Co., Inc.		Agency: Barnes Chase Company			
Forbes Lithographing Co.	66	San Francisco Chronicle	62-63		
Agency: James Thomas Chirurg Company, Inc.		Agency: J. Walter Thompson Company			
Fountain & Fast Food Service	154	Seattle Times	59		
		Agency: MacWilkins, Cole & Weber			
General Auto Rental Co.	120	Seventeen	61		
Agency: Samuel Taubman & Co.		Agency: Al Paul Lefton Co., Inc.			
Good Housekeeping	81				
Agency: Young & Rubicam, Inc.					
Graphic Calculator Co.	104				
Gray Mfg. Co.	99				
Agency: Erwin Wasey & Company, Inc.					
Greyhound Lines	101				
Agency: Beaumont & Hohman, Inc.					
Grit	53				
Agency: H. H. Du Bois, Inc.					

WANTED MERCHANDISING MANAGER

For large, successful Southern Brewery, whose product is highly advertised and a leading seller in their markets. Age 30-45. Brewery experience unnecessary. The man we want is now employed in merchandising and sales promotion in the food or kindred industry. Must locate in Louisville and be willing to do necessary traveling. A big opportunity for right man. Salary open. Send full details and photo if possible. Box 2813, Sales Management, 386-4th Ave., N.Y.C. 16.

ASSISTANT SALES TRAINING DIRECTOR

wanted to assist in developing and installing programs for family and bakery flour salesmen, soon take over their administration and service, and eventually become director or move on to one of several sales management positions. Must have had successful outside selling and sales training experience, including office and field, and have written sales training and promotional materials. Salary open, preferred age 28-36. Write full particulars and salary expected to Box 2812, Sales Management, 386 Fourth Ave., New York 16, N. Y.

COMMENT

NO SALE, MR. WIETING!

Headline from *The New York Times*:

Return of High-Pressure Salesman Urged To Increase Book Sales in Rural Areas

The gentleman being quoted is O. Maurice Wieting of the Ohio Farm Bureau, who spoke before a conference on rural reading held in Washington, D. C. Mr. Wieting noted that one of the best-sellers among Ohio farmers is a \$7.50 book on feeding livestock . . . and he saw this as an indication that farmers are willing to pay well for a useful book. "The old high-pressure book salesman used to do a good job," the speaker is quoted as saying. And he followed with the suggestion that the high-pressure artists be brought back, or that bookmobiles be sent out with books to sell. Panel members, at another point in the meeting, agreed that the machinery for book distribution needed to be extended in rural areas if sales were to be improved there.

We agree with Mr. Wieting on his idea for bookmobiles, but we take exception to his belief that "the old high-pressure book salesman" will do anything constructive to help the book industry build volume out in the farm country. We believe that the "old high-pressure salesman" is a gone goose, and that those of his ilk who are left are due for extinction. What the book industry needs (The panel members are right.) is better distribution in rural areas and sound modern merchandising.

Because the more thoughtful segments of the sales profession are trying so hard to live down the ill will and justifiable public criticism of all the things which are lumped under the term "high-pressure," we regret Mr. Wieting's invocation of the term. He's in the position of recommending a nostrum for a disease which can better be cured by careful diagnosis and the application of sound sales and advertising principles.

WHERE TRAINING FALLS DOWN

Sales and management consultants tell us that many of the manpower problems they encounter in medium and small-size companies stem from a lack of a clear definition in the minds of management of what does, and what does not, constitute adequate sales training.

The point of confusion is this: These companies do not distinguish between *product information* and *information on the technique of salesmanship*. The average sales training plan—if there is such a thing—leans far too heavily on product information and does not include nearly enough meat-and-potatoes information on the structure of a sale, organized presentation to prospects, and painstaking follow-through. It's one thing for a salesman to have his head crammed with technical data about the product and what it will do. It's quite another thing for him to know what to do when a prospect says he can't afford expenditure, or when he presents a reciprocity argument, or stalls just before the stage of commitment, to mention but three typical selling situations.

We suggest a careful analysis of *what* you're now giving your salesmen either in the form of printed intelligence, or in meetings, to learn what proportion of the total is now product information, and what proportion is technique. What is a desirable proportion will depend on the nature of your business; if products are technical, then the proportion of product information will necessarily be higher. But in the main: If only 15 or 20% of your training is now devoted to improved sales techniques, you are not meeting the needs of the sales force.

THE TREND IS AWAY FROM CENTER

The table and text on page 156 show a significant change in the retail sales pattern since 1940. The greatest growth in population and sales has occurred in smaller cities, particularly in suburban areas, and Census officials forecast an accentuation of the trend during the fifties.

A survey made by *Department Store Economist* among 496 owners indicates that department stores are taking the movement seriously. Seventeen per cent of all department stores now have suburban branches—10% of the small ones, 31% of the very large ones—with an average of 3.3 per store. Those with branches are planning more branches (51%) and of the 83% that do not have branches, a fourth of the large and many of the small ones, plan to follow their customers to the outskirts.

While in the main these changes do not represent any shift in the balance between one major market area and another, they do call for realignment in the working schedules of salesmen, with perhaps fewer hours spent in downtown districts and more in outlying areas. Most certainly the shifts call for a reexamination of local advertising media to make sure that circulations are well balanced between the central city and its satellite areas.

SELL YOUR SALESMEN YOUR AD PROGRAM

Don B. Hause of Armour & Co., chairman of the committee in charge, told the ANA annual meeting last month that some 600 salesmen of 36 national advertising companies want, especially:

1. More "local" advertising.
2. More information and tools to help them make the most of "national" advertising.

Both add up to the fact that Salesman John Jones must put the advertising to work for him, and the company, in Kenosha or Kalamazoo.

Millions of circulation and billions of impressions sound fine . . . but how many and what types of readers or listeners do they provide here? How many customers and prospects of *my* dealers do they stir?

The salesmen—and their dealers—also want to get information about advertising plans early enough and specifically enough to put them to work at point-of-purchase.

w
el-
he
on
nd
al,
es-
of
ch-
ce.

ant
est
ler
als

ong
ing
urt-
the
age
ore
ave
hall
rts.

any
and
ing
t in
lost
ad-
well
eas.

the
last
sing

the

ones
om-

und
or
and

get
and
of-

ENT